

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

A. Title of Proposal:	Council Plan from April 24.
B. What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
C. Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate))	A Council Plan which articulates the Council's strategic priorities and delivery ambitions for the financial year 2024/2025 within a long-term vision (to 2033) for the Council and region.
D. Service Area: Department:	. Chief Executive
E. Lead Officer: (Name and job title)	Michael Cook, Senior Policy Advisor
F. Other Officers/Partners involved: (List names, job titles and organisations)	<ul style="list-style-type: none"> • Alexandre Belle, Corporate Policy Advisor • Maggie Cripps, Function Manager Performance & Improvement • Jason McDonald, Senior Manager Business, Strategy & Resources • Clare Richards, Programme Manager

	<ul style="list-style-type: none">• Janice Robertson, Strategic Planning & Policy Manager• Naomi Sweeney, Programme Manager
G. Date(s) IIA completed:	18 December 2023; 30 January 2024

Section 2 Will there be any impacts as a result of the relationship between this proposal and other policies?

Yes (please delete as applicable)

If yes, - please state here:

The aim of the Council Plan is to provide the strategic framework underpinning the Council's delivery over the next financial year. The Council Plan does this in two main ways. First, it outlines 6 themes for the Council's activity (Clean Green Future; Empowered Vibrant Communities; Strong Economy Transport and Infrastructure; Fulfilling Our Potential; Good Health and Wellbeing; and Working Together, Improving Lives), and sets out a vision for these 6 themes. The themes and associated visions are intended to provide broad strategic objectives guiding departmental and service delivery across the Council.

In addition, the Council Plan highlights key actions against each of those themes (across the whole of the Borders and in each of the 5 area partnerships), highlighting key milestones for Council services across the financial year.

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis.

Lastly, the Council Plan is a strategic framework, covering a range of actions delivered across the Council. This has a number of implications for an IIA:

- Not all of the activity being pursued by the Council is set out within the Plan or should be expected to be set out within the Plan. Therefore, this IIA cannot provide a comprehensive assessment of all impacts across the Council's business.
- The Council Plan is overarching and strategic in nature. It highlights activity which the Council aims to deliver. This activity will be delivered by different departments across the Council. While the present IIA seeks to take an overview of these impacts, many of the actions detailed in the Council Plan will require specific IIAs to inform the decision-making and delivery associated with them.

Section 3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Yes

Equality Duty

A. Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

Reasoning:

The Council Plan aims to embed inclusion and anti-discrimination into its values, vision and delivery. With respect to values, one of the Council’s key values is to be *‘inclusive and fair’*, ensuring that ‘everyone has the best opportunities’ and that the Council ‘always acts fairly’.

The Vision within the Council Plan emphasises ‘wellbeing’. Consistent with approach of Scotland’s National Performance Framework, ‘wellbeing’ embodies a range of economic, social and environmental indicators, including citizens having a voice and being safe from discrimination or inclusion and able to influence their environment.

With respect to actions and delivery, the Council will seek to reduce discrimination via the development of a new operating model, a customer strategy, and an inclusive community engagement strategy. In addition, by enhancing community participation in our decision-making, as articulated on p 9, 12 and 13 of the draft Plan, we will ensure that people with lived experience can be part of our decision-making processes, further reducing the likelihood of indirect and direct discrimination.

	<p>Finally, several of the actions within the plan are aimed at improving the circumstances of people with protected characteristics, for example, neurodiversity, under Fulfilling our Potential, thus further reducing indirect discrimination.</p>
<p>B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Inclusive, sustainable growth, community wealth building and a just transition are core principles underlying the Council Plan from April 2024.</p> <p>This manifests at several levels. Our vision for 2033 under the ‘fulfilling our potential’ theme is that <i>‘The Borders is a place where people have the opportunity to grow and develop into high skilled, happy and healthy global citizens’</i>; similarly, our vision for the ‘Strong Economy’ theme is <i>‘A prosperous and well-connected Borders which has seized the economic opportunities offered by a just transition and our natural capital to create sustainable growth.’</i></p> <p>This means promoting equality of opportunities for all Borderers, by improving their access to high quality, fulfilling, employment and education opportunities. This is apparent across multiple actions within the Council Plan, notably our commitment to <i>‘Continue to play a lead role in the delivery of Employability Support across the region, working with the Local Employability Partnership (LEP) and stakeholders to shape the delivery of support according to the needs of young people and adults across the region.’</i></p> <p>Similarly, under Fulfilling our Potential, the Council commits to <i>‘Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level’</i>, and to <i>‘Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge’</i>.</p>

	<p>Our commitment to improving equality of opportunities also includes actions which focus on SBC's own internal practice, notably with the development of new Career Pathways across all SBC services, as one of the main employers within the Borders.</p>
<p>C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i></p>	<p>SBC is committed to empowering local communities across the Borders, and to working in partnership with Borderers to deliver high quality services, which are adapted to people's needs, as outlined in our Vision for 2030 on p.6. This includes engagement with communities of interest, including people with protected characteristics to enable us to deliver responsive services which are adapted to the needs of all Borderers.</p> <p>In particular, under fulfilling our potential, the Council has committed to <i>'Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice'</i> and to <i>'Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working'</i>.</p> <p>It is expected that this increased engagement, accompanied by a range of actions designed to improve outcomes for people with protected characteristics should foster good relations between the Council and all local residents.</p> <p>Lastly, within the 'Working Together Improving Lives' of the Council Plan, the Council is committed to becoming and maintaining itself as an 'employer of choice'. Specific actions underpinning this commitment include:</p> <ul style="list-style-type: none"> • Implementing new Career Pathways across all SBC Services; • Developing ongoing programme of upskilling in Digital Skills for all SBC staff'

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**3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?
(You should consider employees, clients, customers / service users, and any other relevant groups)**

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping		X		<p>Per NRS data, over 25% of the population of the Borders is over 65, and over 16% under 15 (Scottish Borders Council Area Profile (nrscotland.gov.uk)). In addition, an aging population means that by 2043, the dependency ratio within the Borders will be at 80%. These considerations have informed the contents of the Council Plan, with a strong focus on ensuring that younger people can benefit from a high-quality education, and older people are empowered to prioritise their health and wellbeing.</p> <p>In particular, due to its focus on improving education outcomes, the Fulfilling our potential theme (p.9 of the Council Plan) features a number of actions designed to improve the attainment of children and young people across the Borders, for example by improving performance in numeracy and literacy skills, or by developing a play pedagogy strategy to deliver a consistent high quality and wellbeing focused approach to play for our younger children.</p> <p>Similarly, the Good Health and Wellbeing theme features a number of actions which aim to improve the condition of people with health and care needs, many of whom are older people. For example, the implementation of technology enabled care within</p>

				care homes aims at improving service delivery for vulnerable older people, as does the development of a business case for the Hawick care village.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		<p>In the latest census (2011), 29.9% of residents within the Borders said that they had at least one long-term health condition or disability (Health and wellbeing: adults Research and data in the Scottish Borders: People Scottish Borders Council (scotborders.gov.uk)).</p> <p>Multiple actions across the Council Plan aim at improving outcomes and service delivery for people with mental and physical disabilities.</p> <p>As already mentioned, the Council has committed to improving our approach to support neurodivergent pupils and students, as well as those with additional support needs. Specific commitments include: Within the Fulfilling Our Potential theme:</p> <ul style="list-style-type: none"> • Ensure that the best approaches to support neurodivergent learners are developed and shared, by ensuring that all staff have engaged with awareness training on neurodiversity and implement best practice. • Improve outcomes for children and young people with Additional Support Needs by reviewing our processes and systems for allocations of resources, as well as our staffing structure to maximise partnership working. • Participation of children as part of the CYPPP, including young people with protected characteristics <p>Within the Good Health & Wellbeing theme:</p> <ul style="list-style-type: none"> • Continue to provide support to the MacMillan Improving Cancer Journeys joint partnership venture, delivering good quality advice, information and emotional support to those diagnosed with Cancer and their families

			<ul style="list-style-type: none"> Working in partnership to deliver 'Creating Hope in the Scottish Borders', the local three-year action plan for Mental Health Improvement and Suicide Prevention aiming to increase the number of people in good mental health at every age and stage of life and to reduce the number of suicide deaths in the Scottish Borders Develop social prescribing across the Scottish Borders to provide activity and projects which offer support to improve and maintain the health and wellbeing of the adult population and prevent unnecessary use of public funded health and social care services <p>One of the Council's core values, articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on disability, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>
<p>Gender Reassignment/ Gender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the Plan, as well as the delivery of council services across the board. While this value does not specifically focus on gender reassignment or identity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the Plan, for people whose gender identity or gender expression is different to the sex assigned to them at birth.</p>

<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on marriage or civil partnership, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact arising from the plan, for people who are married or in a civil partnership.</p>
<p>Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on pregnancy and maternity, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact linked to pregnancy or maternity, arising from the plan.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	<p>X</p>		<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on race groups, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity and equality, there does not appear to be any positive or negative direct impact for people across race groups, arising from the plan.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on religion or belief, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to religion or belief, arising from the plan.</p>
Sex women and men (girls and boys)	X			<p>One of the Council's core values, as articulated on p. 6 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sex, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p> <p>Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sex, arising from the plan.</p>
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			<p>One of the Council's core values, as articulated on p. 5 of the Council Plan is inclusivity, committing SBC to ensuring <i>'everyone has the best opportunities and always seek to act fairly'</i>. This core value informs both the content of the plan, as well as the delivery of council services across the board. While this value does not specifically focus on sexual orientation, it signals the Council's commitment to the principle of equality, across all protected characteristics.</p>

				Beyond this commitment to inclusivity, there does not appear to be any positive or negative direct impact tied to sexual orientation, arising from the plan.
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p>Is the proposal strategic?</p> <p>YES (<i>please delete as applicable</i>)</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		X		<p>The Scottish Borders has one of the lowest median wage in Scotland, and faces high levels of poverty and fuel poverty. 21% of the population in the Scottish Borders earns less than a living wage, and in 78% of the Borders' data zones, 10% or more pupils are registered for Free School Meals.</p> <p>In light of the evidence, tackling poverty within the Borders is a key strategic outcome for the Council. In</p>

			<p>particular under the ‘Empowered Vibrant Communities’, the Council has committed to the following outcomes: <i>‘Reduc[ing] the number of children in poverty; and reduc[ing] the impact of living in poverty on families’</i>, by updating the ‘Picture of Poverty’, ensuring that we have an up to date understanding of the needs of people across the Borders. ‘refresh[ing] its anti-poverty strategy’ and producing an annual progress report following the Local Child Poverty Action Report of 2023/24.</p> <p>Similarly, in the Council Plan, SBC has committed to <i>‘Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential’</i> - in particular, by playing a lead role in the delivery of employability support within the region, as articulated on p.10. While these actions are aimed at employability, rather than directly at reversing poverty, it is expected that the beneficiaries of such programmes overwhelmingly face low wealth, with the provision of better employment provides them with the potential to improve their financial situation.</p> <p>Finally, the Council Plan outlines a programme of actions which are aimed at creating a <i>‘stronger, greener, and more inclusive economy’</i> for the Borders. Whilst not as targeted towards people with no/low wealth as the actions mentioned above, these projects are designed to improve economic growth across the Region on an inclusive basis consistent with a wellbeing economy, and to stimulate employment, leading to an improvement in living conditions for Borderers. In particular, the Council</p>
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				has committed to 'Support the management and delivery of Edinburgh and South-East Scotland (ESES) City-Region Growth Deal, notably the development of housing and best in class business space in Tweedbank'; and to 'promote the potential for inward investment within the Borders as part of the South of Scotland Inward Investment Strategy'.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X		The Council Plans features several actions designed to facilitate Borders access to basic goods and services. Notably, under Strong Inclusive Economy, Transport and Infrastructure, SBC commits to 'Establish a post to create a credit union in the Scottish Borders with the aim of providing sustainable and affordable credit to families and individuals'. The same section also features several actions designed to provide improved energy efficiency in homes across the region, reducing the likelihood of fuel poverty. For example, on p.8 the Council commits to 'Publish and begin implementation of a long-term Scottish Borders Local Heat and Energy Efficiency Strategy, focused upon fuel poverty challenges, and opportunities for energy efficiency and renewable heat alternatives' and to 'Deliver retrofit insulation and renewable heat systems to homes in the Scottish Borders under Energy Efficient Scotland Area-Based Schemes.'
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		32% of data zones in the Scottish Borders are in the bottom 20% of data zones for access deprivation in Scotland. The Council Plan features a number of actions which focus specifically on the towns facing the highest levels

				<p>of deprivation within the Borders, namely Galashiels, Hawick and Selkirk. Notably, the Council Plan highlights the construction of the new academy in Galashiels, and of Hawick High Schools. Those should improve educational outcomes for children and young people in these deprived areas. It also notes the development of a taxi-bus pilot service operating in Jedburgh, Selkirk and Newcastleton, linking the people of the town with better education, employment and economic opportunities elsewhere in the Borders.</p> <p>As a rural local authority SBC, is also committed to improve outcomes for citizens in rural areas. 8.8% of the land in the Borders are located in remote rural areas, 38.3% (see https://www.gov.scot/publications/scottish-government-urban-rural-classification-2020/pages/5/) in accessible rural areas. In particular, SBC, in the Council Plan, has committed to improve transport connectivity across the Borders by completing a Bus Network Review for the Borders, with the objective of designing a network which responds to the needs of communities and businesses, reducing area deprivation.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X		<p>The Council Plan highlights SBC's commitment to reduce the educational attainment gap, thereby reducing the impact of socio-economic background on children and young people educational outcomes. On p.9 in particular, the Council commits to '<i>Target additional resources where the poverty related attainment gap is greatest by responding to the Scottish Attainment Challenge</i>'.</p> <p>As mentioned above, one of the core strategic objectives articulated by the Council Plan is the creation of a strong,</p>

				<p>inclusive economy within the Borders, leading to improved employment outcomes, and improved incomes for Borderers. In particular, as mentioned on p.9 the Council is continuing to dedicate resources and play a lead role in the delivery of employability support through the LEP.</p> <p>The Council Plan also commits the Council to the delivery of projects tied to the development of 'green skills', ensuring that the population of the Borders benefits from the skills necessary to seize better employment opportunities as part of a just transition to net-zero.</p>
Looked after and accommodated children and young people		X		<p>Multiple actions across the Fulfilling our Potential and Good Health and Wellbeing sections of the Council Plan are targeted at improving outcomes for looked after and accommodated children and young people.</p> <p>Notably, p.9 notes the Council's commitment to '<i>Increase the attendance of care experienced learners in primary and secondary schools and the proportion of care experienced school leavers attaining 5 or more award at any SCQF level.</i>' P.12 highlights the Council commitment to '<i>Commission an independent advocacy service for all children and young people aged up to 26 years of age which will focus on those involved in formal process within children's services</i>'.</p>
Carers paid and unpaid including family members		X		<p>Within the Good Health & Wellbeing theme of the Council Plan (p12) specific commitment is made to 'further develop and implement a Carers Implementation Plan' aimed at addressing the interests of carers and those they support.</p>
Homelessness		X		<p>Whilst homelessness is not specifically mentioned within the Council Plan, a number of actions across the plan are</p>

				expected to have a positive outcome on homelessness in the Borders. In particular, actions tied to housing, such as the construction of new homes in Tweedbank, and tied to economic development, are expected to positively impact homelessness, by creating the circumstances for inclusive economic growth.
Addictions and substance use	X			No impacts have been identified in relation to this group.
Those involved within the criminal justice system	X			No impacts have been identified in relation to this group.

3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

Yes

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
The unique obligations of, and sacrifices made by, the armed forces;	As highlighted at section 2, this IIA provides an overview of impact and (where appropriate) the Council's responsibilities to have 'due regard'. Specific housing commitments are not identified within the draft Council Plan, but a number of Education-related commitments are made. We expect the Armed Forces Covenant Duty to be actively considered by the relevant decision-making/delivery officers in relation to those commitments. It is anticipated that those commitments may impact the families of Service personnel, who are included within definition of 'relevant family members' of currently serving members of the UK regular and reserve forces, currently serving members of British Overseas Territories' Armed Forces who are subject to UK Service law; former members of the UK regular and reserve forces and British Overseas Territory Forces, who are ordinarily resident in the UK ('veterans').
The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;	Please see above.
The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.	Please see above.

Section 4 Full Integrated Impact Assessment Required

Select No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes *(please delete as applicable)*

If yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director:	
Date:	

Reason for recommendation:

As the analysis above highlights, there does not appear to be any negative effects arising from the proposals outlined within the Council Plan from April 2024. In addition, where said proposals will lead to new policies or projects, it is anticipated that ad hoc IIAs will be conducted.

Signed by Lead Officer:	Michael Cook
Designation:	Senior Policy Advisor
Date:	4 January 2024
Counter Signature Director	
Date:	

Office Use Only (not for publication)

This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

Monitoring and Review

State how the implementation and impact of the proposal will be monitored, including implementation of any amendments? For example what type of monitoring will there be? How frequent?

Performance against the Council Plan is reported to the Executive Committee on a Quarterly basis. The purpose of this performance reporting is to differentiate positive progress from problematic, or lack of, progress, and to stimulate improvement activity where appropriate. Quarterly reporting with Executive oversight ensures that performance monitoring and consequent improvement action is frequent, regular and high profile.

What are the practical arrangements for monitoring? For example who will put this in place? When will it start?

Please see the preceding answer.

When is the proposal due for review?

Before 31 March 2024 with the new Council Plan due to be operative from 1 April 2024.

Who is responsible for ensuring that this happens?

Senior Policy Advisor and Corporate Policy Advisor.