

Merthyr Tydfil County Borough Council - Integrated Impact Assessment

(Includes Well-being of Future Generations, Protected Characteristics, Welsh Language, Socio-economic Disadvantage, Sustainability and Biodiversity, Consultation/Engagement and Data/Evidence)



Before completing this Integrated Impact Assessment (IIA), please refer to the corresponding **guidance document**, which provides essential background information.

An IIA MUST be completed for:

- Any Council / Cabinet report.
- Any strategic decisions being taken where due regard is required to reduce inequalities of outcome resulting from socio-economic disadvantage.
- Any project (i.e. something that has a start and end date and is different from day to day business).
- Where you are implementing significant change e.g. service provision.

This IIA helps to support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation. This IIA must be completed at the start of any project or proposal.

Title of Report / Project:	Welsh Language Annual Monitoring Report for 2020-2021					
Officer completing IIA:	Angharad Jones					
Lead Officer / Project Manager:	Angharad Jones					
Service:	Welsh Language					
IIA completion date:	6 th May 2021					
Type of proposal: (please place an X in the relevant box)	<input type="checkbox"/>	Policy	<input type="checkbox"/>	Strategy	<input type="checkbox"/>	Plan
	<input type="checkbox"/>	Practice	<input type="checkbox"/>	Restructure	<input type="checkbox"/>	Procedure
	<input checked="" type="checkbox"/>	Other (please identify): Annual Report				
Give a brief description of the proposal including the aims, and any links to relevant reports or documents:	<p>The Council received its final Compliance Notice from the Welsh Language Commissioner on 30th September 2015. This outlined the Council's duty to meet the statutory Welsh Language Standards established by the Welsh Government under the Welsh Language (Wales) Measure 2011.</p> <p>The Standards require the Council to compile an Annual Report by the 30th June of each year that deals with the way that it has complied with the Service Delivery, Policy Making and Operational Standards. Provision is also included within the Standards concerning publishing and publicity of the Annual Report. Due to the Coronavirus pandemic, this report has been developed within the timeframe and is now presented for Cabinet approval.</p>					

The Welsh Language Annual Monitoring Report, attached as Appendix 1 of the Cabinet Report, reports upon the good progress that the Council continues to make towards complying with the Standards during financial year 2020-2021.

1. Merthyr Tydfil Well-being Objectives

Does your proposal help to deliver any of the Council's Well-being Objectives?

How does your proposal help to deliver any or all of the Council's Well-being Objectives?

Well-being Objectives	Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? How will you know when this has been achieved?
	Positive	Negative	Neutral		
Best Start to Life - Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals.	X			The aim of the Welsh in Education Strategic Plan is to increase Welsh Medium education in the County Borough. Working with Coleg Cymraeg Cenedlaethol to provide the opportunities for degree students to come undertake work placement	Activities provided by the Urdd Sports Development Team to provide Welsh Medium and bilingual activities Provide young people the opportunity to work through the medium of Welsh in the County Borough.
Working Life - People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil an attractive destination.	X			The Council upskill and support staff through the provision of Welsh language learning opportunities.	Continue to provide staff with Welsh language learning opportunities.
Environmental Well-being - Communities protect, enhance and promote our environment and countryside.	X			The Council have supported the setting up of Clwb Dygsu Cymraeg Calfaria in Heolgerrig, Merthyr Tydfil. The class meets one evening a week and encourages the whole community to come along and learn, practice, improve or use	Continue to work in partnership with Welsh language stakeholders.

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Well-being Objectives	Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? How will you know when this has been achieved?
	Positive	Negative	Neutral		
				their Welsh in a sociable and welcoming environment. The Council also work in partnership with Welsh language partners, for example Menter Iaith Merthyr Tudful to provide opportunities for community activities to take place through the medium of Welsh.	
Living Well - People are empowered to live independently within their communities, where they feel safe and enjoy good physical and mental health.	X			The Council have supported the setting up of Clwb Dygsu Cymraeg Calfaria in Heolgerrig, Merthyr Tydfil. The class meets one evening a week and encourages the whole community to come along and learn, practice, improve or use their Welsh in a sociable and welcoming environment. The class is owned and run by the community.	Continue to support the community in promoting and using the Welsh language.

Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

2. Sustainable Development Principles (The Five Ways of Working)

Does your proposal demonstrate you have met the sustainable development principles (five ways of working)?

The Well-being of Future Generations (Wales) Act 2015 requires the Council to consider how any proposals improve the social, economic, environmental and cultural well-being, whilst also looking to the future, planning for the long term and ensuring that we do not compromise the ability of future generations to meet their own needs. Please consider the national well-being goals when completing this section.

Five Ways of Working	How does your proposal demonstrate you have met the five ways of working when developing the proposal?	Are there any additional actions to be taken to better contribute to the five ways of working and/or mitigate any negative impacts? How will you know when this has been achieved?
<p>Long Term - Thinking and planning for the long term, balancing short term and long term needs.</p>	<p>The Council’s Welsh Language Promotional Strategy (that was approved by Full Council on 22nd November 2017) sets out the following Welsh language Vision for Merthyr Tydfil (listed below) where bilingualism is normalised; people are used to hearing and seeing Welsh when they are out and about in the County Borough, and it becomes increasingly normal to hear people saying “Shwmae” and “Bore Da” to each other:</p> <p>“A place which promotes the use of the Welsh language and treats the Welsh and English languages on the basis of equality.</p> <p>This will be achieved by enabling and encouraging:</p> <ul style="list-style-type: none"> • The broad provision of Welsh language education throughout the County Borough. • The opportunities for people to use Welsh at work, at home and at play. • The perception of languages as life skills, which enriches the lives of those who use them. • People throughout the County Borough to feel pride in their language, and confidence to use it. <p>These are deliberately stretching ideals – they will not be achieved overnight, but over the long term; it is our</p>	<p>Continue to deliver the Council’s Welsh Language Programme.</p>

	<p>vision to encourage a cultural change in the way that the two languages of Wales are perceived in this County Borough. We want to make a difference.”</p> <p>The main points of reference in writing the Promotional Strategy were the following:</p> <ul style="list-style-type: none"> • The Welsh Government’s Welsh Language Strategy – “Cymraeg 2050 – a million Welsh speakers”. • The Well-being of Future Generations (Wales) Act 2015. 	
<p>Prevention - Preventing problems occurring or getting worse.</p>	<p>The Council’s Welsh Language Vision for Merthyr Tydfil will be achieved through the Council’s Welsh Language Promotional Strategy, which will aim to deliver the following Outcomes for the County Borough:</p> <ol style="list-style-type: none"> 1. As a minimum target, to maintain the number of Welsh speakers in the area but we need to increase the % of Welsh speakers by approximately 0.3% per annum to meet the national target. <p>In order to achieve the Welsh Government target of a million Welsh speakers in Wales by 2050, there would need to be a doubling of the percentage of Welsh speakers i.e. an increase from 8.9% to 17.8% in Merthyr Tydfil. In order to achieve this by 2050, an increase of approximately 0.3% per annum is required. (This equates to an additional 177 people in Merthyr Tydfil being able to speak Welsh per year based on current population of 59,000).</p> <p>The main areas through which these challenging figures could be achieved would be through:</p> <ol style="list-style-type: none"> a) Encouraging more parents to send their children to Welsh medium education. 	<p>Continue to deliver the Council’s Welsh Language Programme.</p>

	<ul style="list-style-type: none"> b) Promoting Ti a Fi Groups (parent and toddler groups). c) Promoting Mudiad Meithrin (pre-school classes). d) Encouraging and supporting provision of post 16 learning opportunities through the Welsh Language. e) Encouraging adults to learn Welsh. <p>2. To normalise the Welsh language in the way we go about our daily lives in Merthyr Tydfil:</p> <ul style="list-style-type: none"> a) To make bilingualism a natural sight and sound on the streets of Merthyr Tydfil. b) To increase the use of spoken Welsh throughout the County Borough. <p>3. To encourage our young people to make more use of the Welsh they are being taught in our schools and to give them more opportunities to use Welsh.</p> <p>4. Parents and children know and understand the economic and health advantages of bilingualism.</p> <p>Encourage and support opportunities to use Welsh in the workplace.</p>	
<p>Integration - Impact on our well-being objectives, national well-being goals and the well-being objectives of other public bodies.</p>	<p>The Council's Welsh Language Annual Monitoring Report for 2018-2019 was written in response to the Council's Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011. The Annual Monitoring Report is supported by the Council's Welsh Language Promotional Strategy that was approved by Full Council on 22nd November 2017.</p> <p>The main points of reference in writing the Promotional Strategy were the following:</p>	<p>Continue to deliver the Council's Welsh Language Programme.</p>

	<ul style="list-style-type: none"> The Welsh Government's Welsh Language Strategy – "Cymraeg 2050 – a million Welsh speakers". <p>The Well-being of Future Generations (Wales) Act 2015.</p>	
<p>Collaboration - Acting in collaboration with others inside and outside the Council.</p>	<p>The Council's Promotional Strategy will be achieved by working in partnership through and with other stakeholders active in the County Borough; these will include, but will not be limited to, Coleg Merthyr, Menter Merthyr/Canolfan Soar, the Fforwm Sirol, the Welsh in Education Strategic Plan (WESP), Welsh for Adults, Cwm Taf University Health Board, Mudiad Meithrin, RhAG, Urdd Gobaith Cymru, Colegau Cymru and Grwp Deddf.</p>	<p>Continue to deliver the Council's Welsh Language Programme.</p>
<p>Involvement - Involving people with an interest in achieving the well-being goals and who reflect the diversity of our communities.</p>	<p>The draft Promotional Strategy was presented to Corporate Management Team on 31st July 2017 and Cabinet on 13th September 2017 to seek approval for public consultation. The draft Strategy was consulted upon between 18th September and 16th October 2017.</p> <p>As part of the consultation and engagement process on the draft Promotional Strategy the Council used the Cwm Taf Community Engagement Hub, which gave residents, partners and other organisations the opportunity to have their say on the Strategy.</p> <p>There were two questionnaires made available on the Hub; a short form (asking 2 questions), and a longer form, which asked 6 questions.</p> <p>A link to the questionnaires was sent to all staff and Councillors, the Council's two Welsh Medium Schools and the Fforwm Sirol.</p> <p>A drop in session was also held at Canolfan Soar in Merthyr Tydfil on 9th October 2017 to offer people a further opportunity to comment on the draft Strategy.</p>	<p>Continue to deliver the Council's Welsh Language Programme.</p>

	There were 61 respondents in total for the consultation. The response to the consultation was very positive in support of the Promotional Strategy.	
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Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

3. Protected Characteristics (including Welsh Language)

Does your proposal directly impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language as identified below?

The Public Sector Equality Duty requires the Council to have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between different groups. Please note that an individual may have more than one protected characteristic.

Protected Characteristics	Does your proposal have a positive or negative impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? How will you know when this has been achieved?
	Positive	Negative	Neutral		
Age - People of all ages.	X			Learning Welsh from birth, a young age and supporting people to use their Welsh language skills will help to maintain and increase the number of Welsh language speakers in the County Borough. Additionally speaking a language can bring economic, social and health benefits to the communities of Merthyr Tydfil.	<ul style="list-style-type: none"> Promote the success of Welsh Medium Education and the use of the Welsh language in the community. Provide Welsh Language training opportunities for staff.
Disability - People with disabilities/long term conditions.			x	Neutral impact.	Neutral impact.

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	Positive	Negative	Neutral		
Gender Reassignment - People whose gender identity or gender expression is different to the sex they were assigned at birth.			x	Neutral impact.	Neutral impact.
Marriage and Civil Partnership - People who are married or in a civil partnership.			x	Neutral impact.	Neutral impact.
Pregnancy and Maternity - Women who are pregnant and/or on maternity leave.			x	Neutral impact.	Neutral impact.
Race - People from black, Asian and minority ethnic communities and different racial backgrounds.			x	Neutral impact.	Neutral impact.
Religion or Belief - People with different religions and beliefs including people with no beliefs.			x	Neutral impact.	Neutral impact.

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	Positive	Negative	Neutral		
Sex (Gender) - Women and men, girls and boys and those who self-identify their gender.			x	Neutral impact.	Neutral impact.
Sexual Orientation - Lesbian, gay, bisexual, heterosexual.			x	Neutral impact.	Neutral impact.
Welsh Language The Welsh Language Wales Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language.					
Welsh Language - Opportunities for people to use and promote the Welsh language, treating the Welsh language no less favourably than the English language, compliance with Welsh Language Standards, links with internal and external Welsh Language strategies.	x			The Council's Welsh Language Annual Monitoring Report for 2019-2020 demonstrates the good progress that the Council continues to make towards: <ul style="list-style-type: none"> • Complying with the Welsh Language Standards; and Delivering the Council's Welsh Language Promotional Strategy and Welsh Language Vision for Merthyr Tydfil which is a place that promotes the use of the Welsh language and treats the Welsh 	Continue to deliver the Council's Welsh Language Programme.

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	Positive	Negative	Neutral		
				and English languages on the basis of equality.	

Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

4. Socio-economic Disadvantage (Strategic Decisions)

Does your proposal impact/deliver better outcomes for those who are experiencing socio-economic disadvantage?

The Socio-economic Duty places a responsibility on the Council to have 'due regard' to how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. This duty gives us an opportunity to do things differently and put tackling inequality at the heart of key decision-making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services.

Please consider: Single parents and vulnerable families, pensioners, carers, looked after children, single adult households, armed forces community, people with low literacy/numeracy, people who are homeless, people who have experienced the asylum system, students, people of all ages leaving a care setting, people living in the most deprived areas of Wales, people misusing substances, people involved in the criminal justice system, people who are not in education, employment or training. Please see the guidance document for more information.

Socio-economic Disadvantage	Does your proposal have a positive or negative impact on socio-economic disadvantage for service users, employees and/or the wider community? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? What steps will be taken to reduce inequalities of outcome? How will you know when this has been achieved?
	Positive	Negative	Neutral		
Low Income/Income Poverty - Unable to afford to maintain regular payments such as bills, food, clothing, transport, other essential items etc.			x	This assessment relates to the annual Welsh Language report. As such there are elements that address socio-economic disadvantage but none adversely affect socio-economic disadvantage.	Better understand how service deliver through the medium of Welsh can support our communities.
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.			x	As above.	As above.

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Socio-economic Disadvantage	Does your proposal have a positive or negative impact on socio-economic disadvantage for service users, employees and/or the wider community? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? What steps will be taken to reduce inequalities of outcome? How will you know when this has been achieved?
	Positive	Negative	Neutral		
Material Deprivation - Unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies etc.			x	As above.	As above.
Area Deprivation - Where you live e.g. rural areas, and where you work e.g. accessibility of public transport.			x	As above.	As above.
Socio-economic Background - Social class i.e. parents' education, employment and income.			x	As above.	As above.
Socio-economic Disadvantage - What			x	As above.	As above.

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Please consider: Single parents and vulnerable families, pensioners, carers, looked after children, single adult households, armed forces community, people with low literacy/numeracy, people who are homeless, people who have experienced the asylum system, students, people of all ages leaving a care setting, people living in the most deprived areas of Wales, people misusing substances, people involved in the criminal justice system, people who are not in education, employment or training. Please see the guidance document for more information.

Socio-economic Disadvantage	Does your proposal have a positive or negative impact on socio-economic disadvantage for service users, employees and/or the wider community? Please place an X in the relevant box.			Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts? What steps will be taken to reduce inequalities of outcome? How will you know when this has been achieved?
	Positive	Negative	Neutral		
cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged?					

Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

5. Consultation and Engagement

What consultation and/or engagement has been undertaken to inform the development of the proposal?

There may be a legal requirement to consult in some instances, or a legitimate expectation that consultation will take place. Where it has been determined that consultation is required, the Gunning Principles must be adhered to.

- The proposals are still at a formative stage.
- There is sufficient information to give 'intelligent consideration'.
- There is adequate time for consideration and response.
- 'Conscientious consideration' must be given to the consultation responses before a decision is made.

Please consider: Protected Characteristic groups, those who are experiencing socio-economic disadvantage, communities and places of interest, other stakeholders, forums, community groups and community councils. Please see the guidance document for more information.

Consultation and Engagement	Has consultation and/or engagement been undertaken on the proposal? Please place an X in the relevant box.			Briefly describe any recent or planned consultation and/or engagement exercises, paying particular attention to evidencing the Gunning Principles. Please identify when the consultation and/or engagement took place or will take place, or why it is not required.	Who was consulted/engaged with? Was sufficient information provided to allow an informed decision on the proposal to be made? What were the key findings of the consultation and/or engagement? Have these findings been taken into account? Is further consultation and/or engagement required?
	Undertaken	Due to be undertaken	Not required		
Requirement for consultation and/or engagement to be undertaken, or a legitimate expectation that it will take place.			x	Consultation and engagement will take place as required within the programmes of work contained within this annual report.	Consultation and engagement will take place as required within the programmes of work contained within this annual report.

Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

6. Data and Evidence

What data or other evidence has been used to inform the development of the proposal?

Evidence may include the outcome of previous consultation or engagement exercises, existing databases, pilot projects, review of customer complaints and compliments and other service user feedback, national and regional data, academic publications and reports, future trends, horizon scanning, business plans etc. Consider the sources of evidence from all of the sections in your explanation.

Data and Evidence	Has data and evidence been used in order to inform the proposal? Please place an X in the relevant box.		What data or other evidence has been used to inform the development of the proposal? What have been the key findings of this data and evidence? Has this data and evidence helped to inform the proposal?	How has the data and evidence helped to inform the proposal? If the data and evidence did not support the proposal, why was this? Have there been any gaps identified? If so, what steps will be taken to cover the identified gaps?
	Yes	No		
Data and evidence used in order to inform the proposal.	x		Data relating to how the Council is meeting the Welsh Language Standards.	The data will help the Council better deliver the Welsh Language Standards by focusing effort and resource.

Sources of evidence to support the above: Welsh Language Annual Monitoring Report for 2020 – 2021.

7. Biodiversity and resilience of Ecosystems

How does your proposal impact on Biodiversity and therefore the resilience of Ecosystems?

Under Section 6 of the Environment (Wales) Act 2016 we must seek to maintain and enhance Biodiversity within the proper exercise of our functions. In doing so, we must also seek to promote the resilience of Ecosystems.

Biodiversity and resilience of Ecosystems	What is the expected impact on Biodiversity? Please place an X in the relevant box.				Why have you come to this decision? Please provide an explanation.	What actions have been/will be taken to better contribute to the maintenance and enhancement of Biodiversity? How do you know when this has been achieved?
	Maintained	Enhanced	Reduced	Neutral		
To maintain and enhance Biodiversity (and therefore promote the resilience of Ecosystems).				x	Neutral impact.	Neutral impact.

Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'): Welsh Language Annual Monitoring Report for 2020 – 2021.

8. Summary

As a result of completing this IIA, please identify below;

- The number of positive, negative or neutral scores for the Council's Well-being objectives, the sustainable development principles, protected characteristics including Welsh Language and Socio-economic disadvantage.
- If consultation and/or engagement has been undertaken, is due to take place or is not required.
- If data and evidence has been used in order to inform the proposal.
- If the proposal maintains, enhances or reduces the resilience of ecosystems.

The table below should then be included in the related Council/Cabinet report.

	Positive Impacts	Negative Impacts	Neutral/Not Applicable
1. Merthyr Tydfil Well-being Objectives	4 of 4	0 of 4	0 of 4
2. Sustainable Development Principles - How have you considered the five ways of working? <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement 	5 of 5	0 of 5	0 of 5
3. Protected Characteristics (including Welsh Language)	2 of 10	0 of 10	8 of 10
4. Socio-economic Disadvantage	0 of 6	0 of 6	6 of 6
5. Consultation and Engagement	Undertaken	Due to be Undertaken	Not Required
	0 of 1	0 of 1	1 of 1
6. Data and Evidence to inform the proposal	Yes		No
	1 of 1		0 of 1
7. Biodiversity and the resilience of Ecosystems	Maintained	Enhanced	Reduced
	0 of 1	0 of 1	0 of 1
Summary			
The main positive impacts are:	<p>The Council's Welsh Language Annual Monitoring Report for 2019-2020 positively impacts on the Council's Well-being Objectives, sustainable development principles, Welsh language and the protected characteristics.</p> <p>The Annual Report demonstrates the good progress that the Council continues to make towards:</p>		

	<ul style="list-style-type: none"> • Complying with the Welsh Language Standards; and • Delivering the Council's Welsh Language Promotional Strategy and Welsh Language Vision for Merthyr Tydfil which is a place that promotes the use of the Welsh language and treats the Welsh and English languages on the basis of equality.
<p>The main negative impacts are:</p>	<p>No negative impacts have been identified.</p>

9. Actions

Based on the summary of your positive and negative impacts identified in the Summary section above, will you need to make changes to your proposal to better contribute to positive impacts and/or mitigate any negative impacts?

Please identify any further actions you will need to undertake to better inform this proposal e.g. whether further consultation is required or more data and evidence is required to better inform the proposal.

What are you going to do?	Estimated completion date	Who will be responsible?	Timelines/Milestones e.g. 6 months/over a year, etc.	Progress
Cabinet decision	May 2021	Welsh Language Officer and Senior Change Officers	4 weeks	Awaiting decision

10. Version Control

The IIA should be used at the earliest stages of the development of the proposal and decision making process, and then honed and refined throughout to strengthen and shape the proposal. This section will act as an audit trail to evidence how the IIA has been developed over time.

Please use the table below to keep a record of this process so that we can demonstrate how we have delivered the sustainable development principles.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	19 th May 2021	

11. Monitoring and Review

The implementation and the impact of the proposal should be monitored and reviewed throughout the development of the proposal. Please identify how the proposal will be monitored and reviewed as it progresses, including the implementation of any amendments identified.	
How will the implementation and the impact of the proposal and any amendments be monitored?	Team meeting, regional meeting and reporting (including national reporting).
When will the proposal be reviewed? How frequently will this take place?	Quarterly (or as required to meet national duties).
Who is responsible for monitoring and reviewing the proposal?	Regional Officers at regional meetings/CMT/Cabinet

12. <u>IIA Approval</u>					
IIA Approved by:	A Mogford	Job Title:	Head of Corporate Services	IIA Approval date:	6 th May 2021