

# 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.

<b>Title of Report / Project:</b>	Statement of Well-being and Focus on the Future: Well-being in our Community					
<b>Officer completing IIA:</b>	Lorna Townsend					
<b>Lead Officer / Project Manager:</b>	Ellis Cooper					
<b>Service:</b>	Council-wide					
<b>IIA completion date:</b>	16/02/2022					
<b>Type of proposal: (please place an X in the relevant box)</b>	<input type="checkbox"/>	Policy	<input type="checkbox"/>	Strategy	<input checked="" type="checkbox"/>	Plan
	<input type="checkbox"/>	Practice	<input type="checkbox"/>	Restructure	<input type="checkbox"/>	Procedure
	<input type="checkbox"/> Other (please identify):					
<b>Give a brief description of the proposal including the aims, and any links to relevant reports or documents:</b>	<p>Prior to the Well-being of Future Generations (Wales) Act 2015, the Council produced a Corporate Plan that was aligned to the regional Single Integrated Plan (SIP). The Well-being of Future Generations (Wales) Act 2015 changed this to focus on the Wales We Want which is emphasised in 7 Well-being Goals that have been passed by Welsh Government into legislation.</p> <p>Together with this, the Act states the ways in which we should work to achieve the goals (sustainable development principle). These are known as the 5 ways of working i.e. long term; preventative; involvement; integration; collaboration. To embed this change, MTCBC's 'Shared Vision' document makes the connections from the 7 national Well-being Goals through to the local well-being objectives and priorities.</p>					

This Corporate Well-being Plan has developed year on year as a result of lessons learned. Over the years we have become more focused on our 4 well-being themes and objectives, namely: Best Start to Life; Working Life; Living Well; and Environmental Well-being. This has helped us remove some of the naturally occurring siloes, whilst also sharpening governance arrangements.

The Council's Statement of Well-being reaffirms our 4 local Well-being Objectives for the community over a 5-year period, 2017 to 2022. In other words, this is why we are doing what's been set out in the Focus on the Future Plan. The Focus on the Future Plan goes into the detail of how and what we will do to achieve our well-being objectives. In readiness for year 4 implementation, there has been no evidence to indicate there is a need to change or amend the 4 themes and corresponding well-being objectives.

To ensure that consideration is given to how the Council can help tackle poverty in all service areas, and to positively respond to the feedback received during scrutiny meetings, last year we have integrated the Tackling Poverty Strategy into the Corporate Well-being Plan. Interestingly this point was also identified as a barrier in workshops conducted by Audit Wales as part of their work testing progress against the Working Life - Skills and Employment and Best Start - Flying Start themes (between 2017 to 2019). This theme has remained in the plan this year as we build on the work done.

This year we continue to integrate our Recovery, Transformation and Improvement Plan (RTI Plan) into our Corporate Well-being Plan. Our RTI Plan focuses on 3 areas that we need to address to better deliver our well-being objectives. These 3 priorities are: Improving our Education Standards; Increasing our Resilience in Social Care; and Economic Recovery. We have also integrated our performance management and quality assurance framework into our corporate well-being plan.

**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		
<b>Best Start to Life -</b> 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			There will be a positive impact on all the Council Well-being objectives. This report includes the Statement of Well-being and Focus on the Future. Both these documents set out why, what and how MTCBC will do different things to improve all of the Council objectives.	An annual performance report is published and sets out (including evidence) achievements against each well-being objective. The Corporate self-evaluation approach will also assist.
<b>Working Life -</b> 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			As above.	As above.
<b>Environmental Well-being -</b> Communities protect, enhance and promote our environment and countryside.	X			As above.	As above.
<b>Living Well -</b> People are empowered to live independently within their communities, where they feel safe and enjoy good physical and mental health.	X			As above.	As above.

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

<b>Well-being Objectives</b>	<b>Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box.</b>			<b>Why have you come to this decision? Please provide an explanation.</b>	<b>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?</b>
	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>		

**Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'):**

Statement of Well-being and the Focus on the Future Plan.

## 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.

<b>Five Ways of Working</b>	<b>How does your proposal demonstrate you have met the five ways of working when developing the proposal?</b>	<b>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?</b>
<b>Long Term</b> - Thinking and planning for the long term, balancing short term and long term needs.	The well-being plan sets out short and medium term goals that lead to long term advantages. This is tested in assessing design and monitoring outcomes.	The annual performance report is published which sets out the achievements against each of the well-being objectives and how the 5 ways of working have been used, also linking to the national well-being goals.
<b>Prevention</b> - Preventing problems occurring or getting worse.	Questioning (especially at Scrutiny Committees) has been strengthened around this element of the 5 ways of working. This starts to change the culture of design and implementation to deliver prevention. This has been identified as an area to further strengthen as part of workshops between, Officers, Elected Members and Scrutiny Members.	As above.
<b>Integration</b> - Impact on our well-being objectives, national well-being goals and the well-being objectives of other public bodies.	By refocusing and streamlining our well-being objectives clear integration links have been identified. These are being strengthened and used to better deliver our well-being objectives as part of our Recovery, Transformation and Improvement Plan (RTI Plan). This work will continue between Officers, Elected Members and Scrutiny Members.	As above.
<b>Collaboration</b> - Acting in collaboration with others inside and outside the Council.	When programmes, projects and/or actions are being designed and implemented, internal and external collaboration is tested and, where possible adopted. This work will continue as part of our Officer, Elected Member and Scrutiny Member workshops.	As above.
<b>Involvement</b> - Involving people with an interest in achieving the well-being goals and who reflect the diversity of our communities.	Our communities have been involved throughout the development of the well-being objectives (local and regional). This was done through our Cwm Taf Well-being Assessment and Cwm Taf Population Assessment. A key element of monitoring the	As above.

	objectives is via scrutiny committees where the public can be involved. Each objective has a series of projects, where involvement is tested and, where possible it is implemented.	
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**Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'):**

Statement of Well-being and the Focus on the Future Plan.

[Cwm Taf Well-being Assessment](#)

[Cwm Taf Population Assessment](#)

### 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		
<b>Age</b> - People of all ages.			X	There is a neutral impact on the Protected Characteristics. This report sets out MTCBC's Statement of Well-being and Focus on the Future. Each programme, project and action will have its own IIA where protected characteristics will be assessed. This report merely explains the rationale and governance of the well-being objectives.	Continue to review the impacts on groups and communities. Each project will have its own IIA which will identify any potential impacts. There will be links with other internal strategies which will also have individual IIA's, being reviewed regularly. This will identify any potential impacts and ensure there are links between cross-cutting themes in all strategies and plans.
<b>Disability</b> - People with disabilities/long term conditions.			X	As above.	As above.
<b>Gender Reassignment</b> - People whose gender identity or gender expression is different to the sex they were assigned at birth.			X	As above.	As above.
<b>Marriage and Civil Partnership</b> - People who are married or in a civil partnership.			X	As above.	As above.

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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		
<b>Pregnancy and Maternity</b> - Women who are pregnant and/or on maternity leave.			X	As above.	As above.
<b>Race</b> - People from black, Asian and minority ethnic communities and different racial backgrounds.			X	As above.	As above.
<b>Religion or Belief</b> - People with different religions and beliefs including people with no beliefs.			X	As above.	As above.
<b>Sex (Gender)</b> - Women and men, girls and boys and those who self-identify their gender.			X	As above.	As above.
<b>Sexual Orientation</b> - Lesbian, gay, bisexual, heterosexual.			X	As above.	As above.
<b>Welsh Language</b>					
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.					
<b>Welsh Language</b> - Opportunities for people to use			X	There is a neutral impact on Welsh Language. There will be no	As above.



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	Positive	Negative	Neutral		
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.				discrimination for people to use the Welsh language and the Welsh and English languages treated equally and fairly. The Standards have and will continue to be adhered to in communicating, developing, reviewing and publishing the plan	

**Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'):**

Statement of Well-being and the Focus on the Future Plan.

[Cwm Taf Well-being Assessment](#)

[Cwm Taf Population Assessment](#)

#### 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		
<b>Low Income/Income Poverty</b> - Unable to afford to maintain regular payments such as bills, food, clothing, transport, other essential items etc.	X			There will be a positive impact on socio-economic disadvantage. Tackling poverty is a cross-cutting theme within the plan and identifies contributors to tackling poverty and the help available, which contributes to the well-being goals. The coronavirus pandemic has had a big impact on groups and communities, and the plan reflects the work which will be done to prevent further problems arising. The plan focuses on well-being in our community and how we can deliver better outcomes for people. Our RTI Plan has a priority focus on Economic Recovery, that will help address socio-economic disadvantage.	Continue to review the plan and potential impacts. Work closely with communities and groups to enable us to successfully recover from the pandemic and reduce any inequalities of outcome caused by socio-economic disadvantage, which has been heightened by the pandemic. Delivering better outcomes for people is paramount and is a strong focus in the plan. Ensuring that cumulative impacts are also identified and a truly intersectional approach is undertaken.

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	Positive	Negative	Neutral		
				All projects will have their own IIA which will identify any specific impacts on socio-economic disadvantage.	
<b>Low and/or No Wealth</b> - 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.
<b>Material Deprivation</b> - 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.

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	Positive	Negative	Neutral		
<b>Area Deprivation</b> - Where you live e.g. rural areas, and where you work e.g. accessibility of public transport.	X			As above.	As above.
<b>Socio-economic Background</b> - Social class i.e. parents' education, employment and income.	X			As above.	As above.
<b>Socio-economic Disadvantage</b> - What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged?	X			As above.	As above.

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<b>Socio-economic Disadvantage</b>	<b>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.</b>			<b>Why have you come to this decision? Please provide an explanation.</b>	<b>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?</b>
	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>		

**Sources of evidence to support the above (please use this information when completing the section ‘Data and Evidence’):**

Statement of Well-being and the Focus on the Future Plan.

## 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 has been undertaken in developing the well-being objectives (locally and regionally). A well-being assessment and population needs assessment has been completed. This was undertaken within adequate time to ensure all information was taken into account. This review also ensure that recent developments are being included e.g. coronavirus pandemic, storm flooding.	Communities have been engaged with. Senior Leadership has also been engaged with in reviewing the plan for 2021/22. Tackling poverty was a new theme within the plan last year which is important as this is a cross cutting theme. No further consultation is required for this review of the plan. However, we will continuously engage with relevant stakeholders and ensure the plan reflects the needs of our communities.

### Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'):

Statement of Well-being and the Focus on the Future Plan.

[Cwm Taf Well-being Assessment](#)

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- 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		

[Cwm Taf Population Assessment](#)

## 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		In developing the objectives within the plan, data has been considered. The Statement of Well-being and the Focus on the Future Plan have been used. Information from other sources about recent developments and changes in legislation has also been used e.g. socio-economic duty. Also data from our response to the coronavirus pandemic and how we can adopt new operating models as a result of the pandemic, identifying potential opportunities.	This has been incorporated into the plan and statement of well-being.

### Sources of evidence to support the above:

Equality and Human Rights Commission and Welsh Government information on the Socio-economic Duty.

Information about how to respond to, and lessons learnt from, the coronavirus pandemic (e.g. Public Health Wales, Audit Wales).

Statement of Well-being and the Focus on the Future Plan.

[Cwm Taf Well-being Assessment](#)

[Cwm Taf Population Assessment](#)



**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	The development of Focus on the Future will be a neutral impact on Biodiversity and no impact on the resilience of ecosystems, each project will have its own IIA which will identify potential impacts more specifically.	No further actions required at this stage. Each project IIA will identify potential impacts and actions to mitigate, if any are identified.

**Sources of evidence to support the above (please use this information when completing the section 'Data and Evidence'):**

Statement of Well-being and the Focus on the Future Plan.

## 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	
<b>1. Merthyr Tydfil Well-being Objectives</b>	4 of 4	0 of 4	0 of 4	
<b>2. Sustainable Development Principles - How have you considered the five ways of working?</b> <ul style="list-style-type: none"> <li>• Long term</li> <li>• Prevention</li> <li>• Integration</li> <li>• Collaboration</li> <li>• Involvement</li> </ul>	5 of 5	0 of 5	0 of 5	
<b>3. Protected Characteristics</b> (including Welsh Language)	0 of 10	0 of 10	10 of 10	
<b>4. Socio-economic Disadvantage</b>	6 of 6	0 of 6	0 of 6	
<b>5. Consultation and Engagement</b>	<b>Undertaken</b>	<b>Due to be Undertaken</b>	<b>Not Required</b>	
	1 of 1	0 of 1	0 of 1	
<b>6. Data and Evidence to inform the proposal</b>	<b>Yes</b>		<b>No</b>	
	1 of 1		0 of 1	
<b>7. Biodiversity and the resilience of Ecosystems</b>	<b>Maintained</b>	<b>Enhanced</b>	<b>Reduced</b>	<b>Neutral/Not Applicable</b>
	0 of 1	0 of 1	0 of 1	1 of 1
<b>Summary</b>				
<b>The main positive impacts are:</b>	The statement and plan ensure that we are working towards our well-being objectives in the work that we are delivering. Also demonstrating that in doing this work we are continually thinking about the long term, preventing further problems from arising, integrating with other strategies and plans, and external duties placed upon us, whilst collaborating and involving people and communities who have an interest.			

	<p>The plan includes the cross cutting theme of tackling poverty and this has a positive impact on those who are experiencing socio-economic disadvantage, which will assist in delivering better outcomes for people.</p> <p>Our RTI Plan integrates with the plan, helping us respond to the coronavirus pandemic, transition to recovery, together with our transformation to improvement.</p> <p>The plan provides us with a focus to sustainably delivery our services to meet the needs of our residents and support the wider regional plan. The plan enables us to continue to build connections between people and empower communities in improving well-being.</p>
<p><b>The main negative impacts are:</b></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.

<b>What are you going to do?</b>	<b>Estimated completion date</b>	<b>Who will be responsible?</b>	<b>Timelines/Milestones e.g. 6 months/over a year, etc.</b>	<b>Progress</b>
Monitor delivery of the plan through quarterly performance and improvement reviews and Scrutiny Committees	On-going	Corporate Management Team Cabinet Members Elected Members	On-going	Year 5 of the plan

## 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.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1.0	Council	March 2022	

**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.

<b>How will the implementation and the impact of the proposal and any amendments be monitored?</b>	The Focus on the Future will be monitored through relevant working groups, Corporate Management Team meetings, quarterly business review style processes and Scrutiny Committees.
<b>When will the proposal be reviewed? How frequently will this take place?</b>	The plan is reviewed annually with a statement of Well-being produced. The Focus on the Future will be re-written in 2022 for a further five years with annual reports.
<b>Who is responsible for monitoring and reviewing the proposal?</b>	Corporate Management Team Cabinet Members Elected Members

**12. IIA Approval**

<b>IIA Approved by:</b>	A Mogford	<b>Job Title:</b>	Head of Policy and Improvement	<b>IIA Approval date:</b>	16/02/2022
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