

Integrated Impact Assessment (IIA)

This Integrated Impact Assessment considers the duties and requirements of the following legislation in order to inform and ensure effective decision making and compliance:

- Equality Act 2010
- Welsh Language Standards (No.1) Regulations 2015
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016

Version Control

Version	Author	Job title	Date
Version 1	Louise McAndrew	Corporate Strategy Planning & Governance Officer	25.06.2024

1. Details of the initiative

	Title of the Initiative: Corporate Plan 2024/2027
1a	Service Area: Corporate Policy
1b	Directorate: Strategy & Corporate Services
1c	Summary of the initiative: The Corporate Plan provides the framework for the council's services and functions whilst discharging duties set out in various legislation, but in particular the Well-being of Future Generations (Wales) Act 2015. Neath Port Talbot County Borough Council exists to serve and represent the interests of its citizens and communities. We strive to improve the economic, social, environmental and cultural well-being of all of our people. We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, work and bring up their family. We want our beautiful natural environment, rich cultural and industrial heritage to be appreciated and protected for many future generations to enjoy. We also want to pursue new and existing opportunities for economic growth so we can sustain our diverse communities for many years to come.

1d	<p>Is this a ‘strategic decision’? Yes, the draft Corporate Plan sets out our medium and long-term approach to service delivery.</p>																				
1e	<p>Who will be directly affected by this initiative? Everyone who lives, works and/or visits Neath Port Talbot.</p>																				
1f	<p>When and how were people consulted? The Corporate Plan for 2022/2027: Recover, Reset Renew focused heavily on recovering from the Covid pandemic and resetting priorities, alongside the introduction of a new administration. A decision was taken due to a number of factors to revisit the Plan and streamline the focus of priorities in light of a number of both internal and external factors. During 2023 we launched the 2nd of our ‘Let’s Talk’ engagement campaign Let’s Keep Talking. Whilst this consultation was not to ask for views on the Corporate Plan by engaging with residents, businesses and partners of all backgrounds and of all ages on what matters to them now and in the future, we were able to further shape our strategic priorities with the underpinning feedback. Our ‘Let’s Keep Talking’ engagement campaign ran from 29 June to 8 October 2023. During that time we asked people what matters to them using focus groups, meetings, events and questionnaires. We received 1,657 completed questionnaires, 30 people took part in focus groups and we spoke to 262 people in group discussions at events.</p>																				
1g	<p>What were the outcomes of the consultation?</p> <p>Let’s Keep Talking campaign The ten responses most frequently mentioned were:</p> <table border="1" data-bbox="293 930 1977 1385"> <thead> <tr> <th data-bbox="293 930 1137 986">What matters to you now?</th> <th data-bbox="1137 930 1977 986">What matters to you in the future?</th> </tr> </thead> <tbody> <tr> <td data-bbox="293 986 1137 1031">1. Friends and family (including pets)</td> <td data-bbox="1137 986 1977 1031">1. Jobs/job opportunities</td> </tr> <tr> <td data-bbox="293 1031 1137 1075">2. Leisure/hobbies recreational facilities</td> <td data-bbox="1137 1031 1977 1075">2. Friends, family and pets</td> </tr> <tr> <td data-bbox="293 1075 1137 1120">3. Education/libraries/schools</td> <td data-bbox="1137 1075 1977 1120">3. Education/libraries/schools</td> </tr> <tr> <td data-bbox="293 1120 1137 1165">4. Health & well-being</td> <td data-bbox="1137 1120 1977 1165">4. Leisure activities/recreational facilities</td> </tr> <tr> <td data-bbox="293 1165 1137 1209">5. Keeping local area clean</td> <td data-bbox="1137 1165 1977 1209">5. Standard of living/quality of life</td> </tr> <tr> <td data-bbox="293 1209 1137 1254">6. Cost of living/inflation</td> <td data-bbox="1137 1209 1977 1254">6. Health & well-being</td> </tr> <tr> <td data-bbox="293 1254 1137 1299">7. Environmental issues</td> <td data-bbox="1137 1254 1977 1299">7. Environmental issues</td> </tr> <tr> <td data-bbox="293 1299 1137 1343">8. A good local economy/local area/town centre</td> <td data-bbox="1137 1299 1977 1343">8. Cost of living/inflation</td> </tr> <tr> <td data-bbox="293 1343 1137 1388">9. Public transport</td> <td data-bbox="1137 1343 1977 1388">9. A good local economy/local area/town centre</td> </tr> </tbody> </table>	What matters to you now?	What matters to you in the future?	1. Friends and family (including pets)	1. Jobs/job opportunities	2. Leisure/hobbies recreational facilities	2. Friends, family and pets	3. Education/libraries/schools	3. Education/libraries/schools	4. Health & well-being	4. Leisure activities/recreational facilities	5. Keeping local area clean	5. Standard of living/quality of life	6. Cost of living/inflation	6. Health & well-being	7. Environmental issues	7. Environmental issues	8. A good local economy/local area/town centre	8. Cost of living/inflation	9. Public transport	9. A good local economy/local area/town centre
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10. Standard of living/quality of life

10. Keeping local area clean/public transport

Using this feedback, along with other pieces of evidence we have developed 9 transformational programmes which link to our wellbeing objectives, providing a set of strategic priorities and measures which represent the next major steps towards our long-term vision. Through the Corporate Plan, its transformation programmes, and supporting plans and strategies we will make a significant contribution to improving outcomes against a background of a challenging financial context.

2. Evidence

What evidence was used in assessing the initiative?

The Corporate plan sets out our thinking on how we will approach our priorities medium and longer term as a result of increasing costs, declining settlement figures from Welsh Government and a plethora of regeneration and investment opportunities. It has been informed by a lot of people – residents, employees, elected members, community organisations, businesses and other partners through our Let’s Keep Talking engagement activities between June and October 2023.

We have also used a considerable amount of evidence to understand how things have changed as a result of the pandemic legacy, the overwhelming demand for services and wider influences, like climate change, cost of living, global tensions and government policy. We have synthesised this information to assess what this might mean for our future priorities. Lessons learnt from the pandemic mean our plan still needs to be flexible so we can adapt as we move forward.

A key feature of this plan is the emphasis on working together to continue to build an equal county borough and make Neath Port Talbot a place we are all proud of. We have learned through the pandemic that when we come together we can achieve remarkable things. This plan is the basis on which we can further develop that spirit of collaboration to create a place where everyone can live a good life.

3. Equalities

a) How does the initiative impact on people who share a **protected characteristic**?

Protected Characteristic	+	-	+/-	Why will it have this impact?
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Age	+			The Corporate Plan specifically sets out how the council intends to improve the well-being of children and their families in the 'Best Start in Life' objective. The impacts on older age groups are reflected within our transformation programmes addressing the needs and requirements of our aging population; resulting in a more positive impact for those older members of our communities in accessing facilities and leading a full life such as personal support, support for paid and unpaid carers, and personal safety.
Disability	+			Many studies since the pandemic have identified the disproportionate impact on disabled people. Thus, the Corporate Plan has identified priorities that will potentially have a positive impact on those with a disability: for example, improved range of care and support networks, greater opportunities for participation and improvements to public rights of way.
Gender reassignment			+/-	Where it is felt that recognition and support for people sharing this characteristic and that discrimination is currently experienced we recognise that further consultation with individuals who share this protected characteristic during future engagement consultations.
Marriage & civil partnership			+/-	There was no feedback in the formal consultation that addressed the impact the plan might have on marriage or civil partnerships.
Pregnancy and maternity	+			The Corporate Plan features specific changes planned to support children and the parents/carers of children in their early years. Including, making sure it is clear how early help and support can be accessed by those children and families who need it, refocussing our partnerships so that all services for children and families are easy to identify and use, they meet people's needs and our communities are child friendly. Responses suggest the plan, particularly the Best Start in Life well-being objective, will have a positive impact on those who are pregnant and/or expecting in terms of support and future service provision.
Race	+			The Corporate Plan has identified actions that will potentially have a positive impact on people from this group and all our communities; for example, the new curriculum, cynefin, and cultural and heritage awareness. Equalities is at the heart of everything

				we do and that is demonstrated through all elements of the Corporate Plan and the supporting Strategic Equalities Plan.
Religion or belief			+/-	There was no feedback in the formal consultation that addressed the impact the plan might have on religion or belief.
Sex			+/-	Very limited responses with regard to the impact on sex other than a suggestion around more male oriented activities.
Sexual orientation			+/-	There was no feedback in the formal consultation that addressed the impact the plan might have on sexual orientation.

What action will be taken to improve positive or mitigate negative impacts?

Consultation is required to identify actual impact, particularly in relation to the protected characteristics of older adults, religion/belief, sex, sexual orientation, disability, Marriage & Civil Partnership and gender reassignment, and to explore potential mitigating actions for consideration.

The Strategic Equality Plan 2024-2028, one of the underpinning corporate documents, has been reviewed to ensure the equality objectives and actions remain fit for purpose. Where possible/appropriate, areas identified in the feedback that require strengthening will be/have been addressed in the final version of the Corporate Plan.

b) How will the initiative assist or inhibit the ability to meet the **Public Sector Equality Duty**?

Public Sector Equality Duty (PSED)	+	-	+/-	Why will it have this impact?
To eliminate discrimination, harassment and victimisation	+			Through the development of the draft Corporate Plan 2022-2027 we also took the opportunity to reset and renew the purpose, vision and values of the organisation, by considering:

To advance equality of opportunity between different groups	+			<ul style="list-style-type: none"> • what matters to local people, businesses and our staff • the impact that we know Covid-19 has had on our communities, our local economy and wider stakeholders; • the lessons we have learned from our pandemic response and from elsewhere; and • other anticipated changes in our external environment.
To foster good relations between different groups	+			<p>Recognition of these things has helped us build on this for the reset Corporate Plan 2024/2027, we will continue to work to reduce inequalities across a range of different groups, not just in relation to protected characteristics but other characteristics such as poverty.</p> <p>There are a number of proposed actions to strengthen community cohesion and in particular the way the council works with communities and with other agencies in empowering and developing community capacity.</p>

What action will be taken to improve positive or mitigate negative impacts?

Where appropriate the Plan will be amended to reflect any issues raised – either by clarifying the intent, refocusing actions or developing new ones. However, where this is not possible, issues will be considered in the reviews of corporate plans and service specific plans as appropriate.

4. Socio Economic Duty

What is the impact	Why will it have this impact?
Positive	Structural inequalities were evident across the population prior to, and have been accentuated as a result of, the pandemic and more recently by the hike in energy prices and the cost of living crisis. Evidence demonstrates that the poorest areas have experienced the greatest impact both in terms of health and financial impacts. Those who were already facing the

greatest disadvantage continue to be impacted and consequently inequalities across Neath Port Talbot have widened. Addressing these inequalities is a cross cutting theme across our strategic priorities we propose to take in the medium and longer term.

Our wellbeing objectives aim to help address these inequalities in the medium and longer term. The alleviation of immediate hardship through hardship support schemes, increasing help and support to those experiencing food poverty, protecting and safeguarding young people supporting young people and families, work in areas with the greatest economic inactivity etc.; while looking towards longer term solutions to provide opportunities, support and pathways into education, training and employment from an early age, helping build confidence and pride both as individuals and as communities as well as opportunities to greater participation in society, sport, environment, heritage and culture to help improve wellbeing and health.

The aim of the plan is to have a positive effect by improving people's opportunities and experiences, reducing and wherever possible eliminating inequalities faced by many, thereby improving people's health and wellbeing, their life chances and the communities in which they live and work.

We are mindful of the role intersectionality plays in our society and full consideration will be given to this as we progress the plan.

What action will be taken to improve positive or mitigate negative impacts?

Where appropriate the Plan will be amended to reflect any issues raised – either by clarifying the intent, refocusing actions or developing new ones. However, where this is not possible, issues will be considered in the reviews of corporate plans and service specific plans as appropriate to lessen inequalities.

5. Community Cohesion/Social Exclusion/Poverty

	+	-	+/-	Why will it have this impact?
Community Cohesion	+			<p>There are a number of proposed actions through the Corporate Plan and supporting delivery plans to strengthen community cohesion and in particular the way the council works with communities and with other agencies in empowering and developing community capacity. Thriving sustainable communities which are welcoming, accepting and supportive are key. A range of initiatives to help realise this such as neighbourhood forums, Local Area Coordinators, funding and support for community groups and events, improvements to the support and facilities for young people and vulnerable people have been identified, but most importantly is working with communities to realise what is important to them.</p> <p>The wellbeing objectives, individually and combined, have already had a positive impact for individuals and communities alike; increasing social and cultural interaction, participation and economic improvement /stability. These opportunities will continue to be strengthened as a result of the reset Corporate Plan.</p>
Social Exclusion	+			
Poverty	+			

What action will be taken to improve positive or mitigate negative impacts?

Where appropriate the Plan will be amended to reflect any issues raised – either by clarifying the intent, refocusing actions or developing new ones. However, where this is not possible these will be considered in the reviews of corporate plans and service specific plans as appropriate.

6. Welsh

	+	-	+/-	Why will it have this effect?
<p>What effect does the initiative have on:</p> <ul style="list-style-type: none"> – people’s opportunities to use the Welsh language 	+			<p>There are specific actions set out in the corporate plan to promote Welsh Language and culture. In particular, the measures the council proposes to take to increase the education and learning provision to grow the number of Welsh speakers in the area.</p> <p>Although not specifically stated there were suggested approaches to improve the positive aspects of the plan: greater emphasis on community involvement/ activities; better use of digital opportunities to learn and participate in activities; greater focus on Welsh in schools (all Welsh medium schools perhaps) and education support/opportunities; more Welsh medium school places, particularly for ALN pupils; more mainstream cultural opportunities; ensure the language is more visible in everyday life - for example signage in shops, etc.</p>
<ul style="list-style-type: none"> – treating the Welsh and English languages equally 	+			<p>Efforts are made to ensure that the five-year Welsh Language Promotion Strategy continues to inform and is integrated with the Corporate Plan.</p> <p>The Welsh Language Promotion Strategy action plan is also developed in collaboration by a cross party task and finish group with the assistance of Neath Port Talbot County Borough Council staff and a representative of Menter Iaith Castell-nedd Port Talbot (Menter Iaith CNPT) (Neath Port Talbot Language Initiative).</p>

What action will be taken to improve positive or mitigate negative impacts?

Since the adoption of the Corporate Plan 2022/2027 we have reviewed of our compliance with, and promotion of, the Welsh language which will continue over the coming year, to help ensure we can provide a more effective and responsive service going forward. The Welsh in Education Strategic Plan (WESP) 2022/2032 action plan has been embedded into our education settings with the action plan being delivered and monitored annually to ensure there are increased opportunities for more of our children and young people to be educated through the medium of Welsh and for pupils to become more proficient in speaking and enjoying Welsh.

The Welsh Language Promotion Strategy 2023/2028 also takes into the account of, and builds on, the progress made in the initial strategy, the commitments of the Welsh in Education Strategic Plan 2022-2032 (WESP) as well as the work of our partners in promoting the Welsh language locally. As a requirement of the promotion standards we must set a target (in terms of the percentage of speakers in our area) for increasing or maintaining the number of Welsh speakers in the area by the end of the 5 year strategy.

7. Biodiversity

How will the initiative assist or inhibit the ability to meet the **Biodiversity Duty**?

Biodiversity Duty	+	-	+/-	Why will it have this impact?
To maintain and enhance biodiversity	+			The Corporate Recovery Plan includes a wellbeing objective that specifically targets the conservation and improvement of our natural environment, including biodiversity. It also sets a vision that includes valuing and cherishing our environment and reversing the decline in wildlife. The importance of our natural environment and biodiversity for both its intrinsic value and its value to local people is clearly recognised. Measures to encourage and deliver positive action either through supporting others or through direct action are set out, these will connect people to nature alongside conserving and enhancing our biodiversity resource and embedding biodiversity benefits into the way the council works. The Plan will steer positive action for the medium and long term, ensuring the council will delivery our Biodiversity Duty as well as other commitments under the Edinburgh Declaration and contribute towards addressing the Climate and Nature Emergencies.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.	+			The Corporate Recovery Plan includes a wellbeing objective, transformation programme and overall vision that aims to restore natural processes to mitigate and develop greater resilience to climate change. The importance of our natural environment (which includes ecosystems), its connectivity and the services that it provides us is clearly recognised. Measures to encourage and deliver positive action either through supporting others or through direct action to improve our natural environment are set out, these will ensure that the services that people gain from

				the natural environment will be improved and natural solutions to issues will be delivered through green infrastructure approaches. The plan will steer positive action and promote ecosystem resilience, ensuring the council will delivery our Biodiversity Duty as well as other commitments under the Edinburgh Declaration and contribute towards addressing the Climate and Nature Emergencies.
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What action will be taken to improve positive or mitigate negative impacts?

The corporate plan will steer positive action for the medium and long term, delivering the conservation and improvement of our biodiversity resources and ecosystem resilience. In turn this will deliver benefits for local communities through the provision of services, such as improvements to wellbeing, local air quality and flooding. The plan will ensure the council delivers our Biodiversity Duty as well as other commitments under the Edinburgh Declaration and contribute towards addressing the Climate and Nature Emergencies. The plan will be reviewed on a regular basis to ensure that the measures are up to date, relevant and based on current evidence, this will ensure that priorities for action will be able to deliver the most positive outcomes for biodiversity and ecosystem resilience.

8. Well-being of Future Generations

How have the five ways of working been applied in the development of the initiative?

Ways of Working	Details
i. Long term – looking at least 10 years (and up to 25 years) ahead	The Corporate Plan is reviewed and published every year to outline the council’s priorities and how we are changing the way we do things to ensure we continue to improve the services we deliver to support our communities. Although this seems like short-term planning a number of the priorities in the plan embrace current challenges whilst considering the impact these efforts will have on the future. Sustainability plays a key role in the plan, particularly in terms of the natural environment. Current work to reduce the council’s carbon footprint, if successful, will undoubtedly have a positive impact on the future environment of the area and the well-being of its residents.

<p>ii. Prevention – preventing problems occurring or getting worse</p>	<p>We have prioritised providing additional financial support to the third sector to develop new preventative services in communities with a particular focus on people who are lonely and isolated. As part of this we have also expanded the number of Local Area Co-ordinators and integrated their work with NPT Safe and Well.</p> <p>The priorities described for the next 12 months will be reflected in the revenue and capital budgets set for 2024/2025. To set longer term priorities and to facilitate early intervention and preventative actions to improve the economic, social, environmental and cultural well-being of people living in Neath Port Talbot work will be undertaken early in 2024/2025 to review the Medium-Term Financial Plan (MTFP) as a result of financial pressures and service demand.</p>
<p>iii. Collaboration – working with other services internal or external</p>	<p>The well-being objectives show the council’s contribution to the social, economic, cultural and environmental well-being of Neath Port Talbot but the council would be unable to make these improvements without collaboration.</p> <p>The council is a statutory partner of a number of multi-agency partnerships locally, regionally and across Wales including: the Public Services Board, Corporate Joint Committee, Voluntary Sector Liaison Forum, Regional Partnership Board and West Glamorgan Safeguarding Board.</p>
<p>iv. Involvement – involving people, ensuring they reflect the diversity of the population</p>	<p>The Plan has been informed by the Let’s Keep Talking campaign and other factors in light of the next connect we are working within.</p> <p>We have built on the initial consultation which took place over summer 2021 where we aimed to find out what mattered to local people in the context of recovery from Covid-19. Views were sought via a range of methods with a number of consistent themes in the detailed feedback under each wellbeing objective and the Plan has been reset to reflect that feedback.</p> <p>Additionally, we will continue to develop our arrangements to ensure we comply with the requirements contained in Chapter 2 of the Local Government and Elections (Wales) Act 2021 by developing our Public Participation Strategy 2023/2027.</p>

<p>v. Integration – making connections to maximise contribution to:</p>	<p>The four well-being objectives were developed to show the council's contribution to the seven national, well-being goals. The plan takes account of the Welsh Government's Programme for Government, the associated Co-operation Agreement and other developments we anticipate will shape our future priorities such as climate change, the cost of living crisis and likely financial settlements. It also complements and can be integrated into local partnership plans and other regional or wider area work, including the revision of the Neath Port Talbot Public Services Board's Wellbeing Plan.</p>
<p>Council's well-being objectives</p>	<ul style="list-style-type: none"> • All children get the best start in life • All communities are thriving and sustainable • Our local environment, heritage and culture can be enjoyed by future generations • Jobs and skills - local people are skilled and can access high quality, green jobs
<p>Other public bodies objectives</p>	<p>Public Services Board priorities</p> <p>The Well-being of Future Generations (Wales) Act 2015 in sections 37- 38 sets out the duty of Public Services Boards (PSB) to prepare and publish an assessment of the state of the economic, social, environmental and cultural well-being in its area.</p> <p>PSB members work together to deliver the objectives set out in the PSB Well-being Plan and monitor progress on delivery of the work. In May 2023 the PSB published its revised Well-being Plan 2023/2028 setting out the priorities the PSB will focus on to improve the well-being of Neath Port Talbot.</p> <ul style="list-style-type: none"> • To ensure all children get the best start in life • To ensure all our communities are thriving and sustainable • To ensure our local environment, culture and heritage can be enjoyed by future generations • To ensure there are more secure, green and well paid jobs and that skills across the area are improved

9. Monitoring Arrangements

Provide information on the monitoring arrangements to:

Monitor the impact of the initiative on Equalities, Community Cohesion, the Welsh Measure, Biodiversity Duty and the Wellbeing Objectives.

Monitoring at both strategic and service level will be considered in line with the council’s governance arrangements and any modification of services will be considered accordingly. An Annual Report will be produced each year which will consider whether the well-being objectives remain appropriate. Where necessary, the well-being objectives and improvement priorities will be revised.

The annual report will be published on the council’s web pages and will also be widely communicated throughout the county borough using a range of different media and by the Scrutiny Committee.

The detailed priorities, set out in the Plan, will be monitored through transformation programme highlight reports and delivery plan reporting arrangements and through individual appraisal arrangements. The impact of the wellbeing objectives on people who share protected characteristics will be monitored during the life of the plan.

Monitoring of the anticipated impacts as identified in the IIA will be monitored and reported as part of the agreed reporting arrangements. Actions identified in the IIA will be monitored in the same way.

10. Assessment Conclusions

Please provide details of the conclusions reached in relation to each element of the assessment:

	Conclusion
Equalities	There is an overall neutral impact with the well-being objectives contributing to our work to address inequality and tackle the causes of inequality experienced by particular groups within our society. Engagement with different groups and communities in the development of the objectives has fostered a greater understanding of and between groups and fostered a shared sense of purpose.
Socio Economic Disadvantage	The Corporate Plan’s well-being objectives and transformation programme will have a positive effect on addressing inequalities in the short medium and longer term. The Plan will contribute to improving people’s opportunities and experiences, reducing and wherever possible eliminating inequalities

	faced by many, thereby improving people's health and wellbeing, their life chances and the communities in which they live and work.
Community Cohesion/ Social Exclusion/Poverty	The well-being objectives will have a positive effect on the many facets that contribute to people's experiences of poverty and social exclusion and will potentially result in stronger communities, greater community involvement and participation thereby ensuring their voices are heard.
Welsh	Our continued work on improving the availability and quality of our services through Welsh there is potentially a positive impact in relation to opportunities to use the Welsh language. This was reflected particularly strongly in relation to the opportunities to learn Welsh for children and young people, the greater use of technology to promote and increase participation, emphasis on culture and heritage as well as the general benefits of using the language.
Biodiversity	There will be a positive effect on biodiversity and eco-system resilience. The inclusion of a wellbeing objective that specifically targets the conservation and improvement of our natural environment, including biodiversity demonstrates the positive intentions around this.
Well-being of Future Generations	There will be a positive impact as the well-being objectives have been developed in line with the five ways of working.

Overall Conclusion

Please indicate the conclusion reached:

- **Continue** - as planned as no problems and all opportunities have been maximised x
- **Make adjustments** - as potential problems/missed opportunities/negative impacts have been identified along with mitigating actions
- **Justification** - for continuing with the initiative even though there is a potential for negative impacts or missed opportunities
- **STOP** - redraft the initiative as actual or potential unlawful discrimination has been identified

Please provide details of the overall conclusion reached in relation to the initiative

There has been extensive impact on our communities, our local economy and the way we work as a council as a result of the pandemic, global tensions, cost of living and energy price rises. This has provided us with an opportunity to again reset our Corporate Plan. The well-being objectives, developed in line with the Well-being of Future Generation (Wales Act 2021) five ways of working, are still relevant and the introduction of the 9 transformation programmes will allow us to adequately address the current situation.

As a result of our continued work on improving the availability and quality of our services through Welsh there is potentially a positive impact in relation to opportunities to use the Welsh language.

There will be a positive effect on biodiversity and eco-system resilience. The inclusion of a wellbeing objective and transformation programme that specifically targets climate, conservation and improvement of our natural environment, including biodiversity demonstrates our positive intentions around this.

11. Actions

What actions are required in relation to obtaining further data/information, to reduce or remove negative impacts or improve positive impacts?

Action	Who will be responsible for seeing it is done?	When will it be done by?	How will we know we have achieved our objective?
A revised performance management framework will be developed to measure the success of the delivery of the plan. The range of actions and performance measures, taken together, will provide a picture of the difference / impact the work set out in this plan is making and how it is enabling people to live good lives.	A multi-directorate approach will be adopted.	2024/2025	A new, comprehensive performance management framework is developed and implemented across services to ensure ongoing monitoring of the impact of the plan.

12. Sign off

	Name	Position	Signature	Date
Completed by	Louise McAndrew	Corporate Strategic Planning & Governance Officer		
Signed off by	Noelwyn Daniel	Director of Strategy & Corporate Services		