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	Rhian Headon	Corporate Policy Officer	29.03.23
Version 2	Rhian Headon	Corporate Policy Officer	14.06.23

1. Details of the initiative

	Title of the Initiative: Welsh Language Promotion Strategy (WLPS)
1a	Service Area: Corporate
1b	Directorate:
1c	Summary of the initiative:
	This second iteration of the WLPS has been developed by a Cabinet Scrutiny Task and Finish Group with advice and support from Menter laith Castell-nedd Port Talbot. The strategy has taken into account a number of factors: a review of the current strategy (2018-2023); the advice and support of Menter laith Castell-nedd Port Talbot; consideration of content of current and proposed strategies and plans.
	The Strategy aims to:
	 facilitate an increase in the number of people who speak Welsh in Neath Port Talbot
	 establish the Welsh language as an integral part of people's everyday life in Neath Port Talbot facilitate an environment in which the Welsh language thrives

	The WLPS is developed under the Welsh Language Standards (No1) Regulations 2015.
1d	Is this a 'strategic decision'? Yes
1e	Who will be directly affected by this initiative?
	Residents of Neath Port Talbot Employees of the Council
	Third sector organisations Schools – pupils and staff
	Visitors to Neath Port Talbot Elected Members
	Local business community
1f	When and how were people consulted?
	 Feedback from a range of consultation exercises undertaken during the last two years has helped inform the strategy; including the Let's Talk engagement, the Welsh in Education Strategic Plan (WESP) and the Public Service Board's Wellbeing Assessment. The consultation exercises consisted of online questionnaires, hard copies of questionnaires distributed to libraries etc., as well as face to face engagement with local groups and organisations. Further consultation on the draft strategy is to be undertaken during April/May 2023.
	14.06.23
	Following approval by Cabinet on 5 April a four week period of public consultation was held between 17 April and 15 May 2023:
	 an online survey/questionnaire via the Council's web site
	 consultation packs in local and community libraries and civic centres
	 awareness/consultation events held in Port Talbot, Neath, Pontardawe, Crynant and Margam Park - The detailed questionnaire was made available at the consultation events held in various locations Port Talbot, Neath and Pontardawe; some questionnaires were completed at the time while others were taken away for return to local libraries or civic centres. These events also provided the opportunity for people to comment generally on the Welsh language as well as raising awareness of the online survey.

	The consult	ation was promoted via:
		ouncil's website on the consultation pages ww.npt.gov.uk/consultations
		ers and at libraries, civic centres
		ouncil's corporate social media accounts
		s coverage generated by cabinet reports and press releases
		ncil's internal communications channels; including 'In the Loop', Sway, Yammer channels
	comr	o the council's consultation pages sent via email to a range of stakeholders including schools, town and nunity councils, NPTCVS, Fforwm laith, Menter laith Castell-nedd Port Talbot and local community groups via IPT Community of Practice on Involvement and Engagement.
1g	What were	the outcomes of the consultation?
	was close to	om previous consultation exercises helped inform the strategy and identified the language as something that people's hearts, that it was inextricably linked to the culture and heritage of NPT and the nation, but although o be proud of, was also a cause of irritation/annoyance as to its use in correspondence, signage and to a ducation.
	14.06.23	
		eceived during the consultation in April/May 2023 was predominantly supportive of the strategy with comments ose offered in previous consultation exercises.
	and while th information	ts were asked to identify the impact of the strategy on them or their family due to the protected characteristic the majority considered there was no impact a relatively small number felt to the contrary. Unfortunately further as to the nature of this impact was not forthcoming in the majority of cases. However a few comments were ich could be attributed to:
	Age -	My children are of school age so could impact on them through their schooling.
		there may be those in older generation who would not wish to learn
		Older is harder to learn as more busy and other commitments
		The strategy will have a positive effect
	Disability -	A lot of my family live with mental disabilities and find it hard to understand or learn with the English language. Enforcing more welsh on top of the already stressful and terrible education system will have a negative effect on them and people like them.

Dyslexia

...offering greater access to be able to learn would definitely impact me, where if you were to continue to act as you do offline but record and document it online - this would aid me and my disability for sometimes I am inable to go out so I would still be able to engage online...

Some more general comments were made, for example in relation to disability and affordability, but have not yet been addressed in the strategy. However these, along with other comments such as greater detail on support for Welsh organisation to contribute to the strategy and involving teaching staff in the 'Homework Help' Facebook group amongst others, require more detailed consideration and any resulting amendments will be publicised in due course.

Welsh

72.6% of respondents (93 out of 128) considered the strategy would have a positive effect on opportunities to use Welsh; 4 respondents considered there would be a negative effect and 31 considered there would be no effect.

62.4% of respondents (78 out of 125 respondents) considered that there would be a positive effect on treating the Welsh language 'no less favourably' than the English language', while 7 respondents considered the opposite. 40 respondents considered it would have no effect.

Outcomes

In light of comments received the strategy has been amended where appropriate, for example the inclusion of additional actions to reflect comments of affordable language courses as well as encouraging businesses to promote Welsh (again affordably).

Amendments have also been made to the body of the strategy - specifically with the inclusion of text to clarify the resources identified to implement the strategy, the 'low' target and the vision. A further amendment was made to the vision; the inclusion of 'audible' was as a result of comments suggesting that Welsh should be heard as well as seen - which also ensures greater inclusivity.

Welsh

Comments on how to increase the positive effects of the strategy included

- Greater investment finance, leadership
- Language learning/improvement concentrate on spoken rather than written Welsh; more affordable courses; opportunities to use Welsh in social settings e.g. pubs and cafes; free/affordable courses
- Choice better than coercion
- Bilingualism nursery and (ideally) Early Years education; homework/resources for non welsh speaking parents
- Better support learners; parents/families with children in Welsh medium education; for Welsh language organisation in their contribution to the strategy;
- Employment more opportunities for Welsh speakers
- Policies Welsh only street names/place names

Comments on removing/decreasing negative effects included:

- Forms of Welsh emphasis on conversational rather than more formal Welsh
- Choice encourage and support rather than enforce; to participate or not; introduce an 'opt in' option for receiving Welsh documents/correspondence, etc.
- discrimination remove Welsh/non Welsh speaker distinction
- Leadership key to change attitudes

Actions to address some of the above have been incorporated into the action plan, for example:

- Create and promote Welsh language resources for families and the public more generally
- Explore the establishment of a Welsh Champion category in the Council's internal Team NPT Awards
- Encourage elected members to increase their use of Welsh at meetings, events, within their communities, etc
- Promote bilingualism to perinatal families
- Introduce 'resident accounts' to enable more tailored interactions with the Council, to include a language preference option.

Some comments require further consideration by services as to their feasibility, which orgnsaisitons would be responsible as well as any funding issues associated with any potential actions.

Other comments such as those relating to conversational Welsh and some of the comments calling to 'scrap it' have wider implications and would be subject to a change in legislation/compliance notices. Such issues will be raised during the annual monitoring review with the Welsh Language Commissioner.

2. Evidence

What evidence was used in assessing the initiative?

Census 2011

Language profile of the area - according to the 2011 Census, around 15.3% of the county borough's population speak Welsh 20,698 individuals. Communities such as Gwaun Cae Gurwen, Cwmllynfell and Lower Brynamman are amongst the highest percentage of Welsh speaking areas in Wales.

There has been a significant drop in the number of people speaking Welsh in these, and other areas in the county borough, between the 2001 and 2011 Census. Trebanos and Crynant have seen the largest percentage comparable change, - 20.86% and -33.47% respectively.

Census 2021

While comprehensive Census 2021 data has yet to be released initial indications show a significant decrease in the number and percentage of Welsh speakers in Neath Port Talbot since the Census 2011:

Numl	ber who can speak V	Velsh	Percen	tage who can speak	Welsh
2001	2011	2021	2001	2011	2021
23,404	20,698	18,662	18	15.3	13.5

Annual Population Survey

Contrary to Census data the Annual Population Survey has historically and continues to indicate figures far above the Census data:

Neath Port Talbot								
	2011	2018	2019	2020	2021	2022		
Total Population	134,400	136,100	137,800	136,400	135,400	137,900		
Can speak Welsh	27,200	30,500	34,600	27,900	31,100	31,400		

% v	vho can	20.7%	22.4%	25.5%	20.5%	23%	22.8%
spe	ak Welsh						

Let's Talk consultation responses (2021)

Responses included many comments on Welsh language, culture and heritage including:

- Love for the 'Welshness' of their community.
- The presence of the Welsh language was a very positive attribute that Welsh speakers appreciate,
- General sense of Welsh culture and heritage.
- Welsh language alongside English is beneficial for their children's learning.

Pupil Level Annual School Census (PLASC)

While the Census 2021 data indicates the decrease in the percentage of children and young people reporting the ability to speak Welsh, data from our pupil level annual school census (PLASC), more consistent with the annual population survey data, indicates an increase in the numbers enrolled in Welsh medium education.

PLASC - Years N1-11									
2011 2021 2023 (projected)									
No. in Welsh medium schools	2,993	3,321	3,329						
No. in NPT schools	20,399	21,149	20,535						
% in Welsh medium schools	14.7%	15.7%	16.2%						

3. Equalities

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

Protected Characteristic	+	-	+/-	Why will it have this impact?
				It is anticipated that there will be a positive impact for adults and children and young people with increased opportunities to learn Welsh; opportunities to use Welsh in more social settings and provision of help and support to non-Welsh speaking families whose children are in Welsh medium education.
Age	~			Census 2021 data would suggest that there is a decrease in Welsh speakers particularly among school age children. The strategy aims to help address this in its support of the WESP and by enabling learners and speakers.
				In supporting the implementation of the WESP 2022-2032 and working with employers, organisations and the community, the strategy will help increase the awareness, knowledge, and Welsh language skills of people of all age groups.
				In supporting the implementation of the WESP and or teaching and non-teaching staff in learning Welsh there is likely to be a positive impact for children and young people in Welsh medium education.
				However, more generally it is considered there will be a neutral impact on people with this protected characteristic.
Disability	✓			Post Consultation 14.06.23
				Some respondent felt there could be a potential negative impact for people with learning difficulties or who experience mental health issues where there is a perceived expectation to learn Welsh. However, as the aim of the strategy is one of support, encouragement and choice rather than enforcement it would be unlikely that this potential impact would become a reality.
Gender reassignment			~	It is considered that there will be a neutral impact on people with this protected characteristic
Marriage & civil partnership			~	It is considered that there will be a neutral impact on people with this protected characteristic

Pregnancy and maternity	~		While the strategy aims to encourage the use of Welsh generally, raising awareness of bilingualism amongst young families is a key element. With increases in numbers attending early years provision there is likely to be an ongoing positive impact for people who share this characteristic.
			It is anticipated that there will be a positive impact with the aim to raise awareness of the language as a component of the area's heritage and culture. It is possible that pride in the language and identity will be regenerated even if not a Welsh speaker.
Race	~		It is acknowledged that promoting the Welsh language, culture and heritage could generate negative impacts, particularly from those who do not have a Welsh background, are non- Welsh speakers and/or those who perceive the strategy and action plan to be attracting limited resources for the benefit of a 'minority'.
			Working with our BME communities to better understand real or perceived barriers to learning Welsh will have a positive impact. There is a potential positive impact with increased understanding/take up of Welsh language training/education amongst members from our more diverse communities.
Religion or belief		✓	It is considered that there will be a neutral impact on people with this protected characteristic
Sex		~	It is considered that there will be a neutral impact on people with this protected characteristic
Sexual orientation		~	It is considered that there will be a neutral impact on people with this protected characteristic

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

Consultation to be undertaken which will help confirm/identify alternative impacts.

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	~			The Strategy is clear in its aims to promote the Welsh language and is likely to help eliminate historic 'discrimination' due to Welsh language services not being fully recognised as equal to English services, etc.
To advance equality of opportunity between different groups	~			The Strategy is clear in its aims to promote the Welsh language and in so doing it is anticipated that the strategy will increase opportunities for Welsh speakers.
To foster good relations between different groups	~			The Strategy is designed to benefit everyone, non-Welsh speakers, leaners or fluent Welsh speakers. However, it is possible that the strategy could result in some resentment from non-Welsh speakers/supporters, although this should be minimal.

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

Publicity of the strategy will be undertaken to raise its profile.

Articles/press releases/social media publicity etc. will be produced to promote activities etc., when appropriate, throughout the life of the strategy.

4. Socio Economic Duty

Impact	Details of the impact/advantage/disadvantage					
	There is potential for the strategy to help address socio-economic disadvantage within Neath Port Talbot. Greater opportunities and support to learn and use Welsh will help provide a greater awareness of the language itself while increasing individuals' skill levels. With complementary actions to support the outcomes in the WESP, children and young people and their families' improvement in language skills, increased attainment and involvement in the education journey will be maximised. This will help ensure increased opportunities in further education and accessing employment.					
Positive/Advantage	Greater opportunities to improve/use language skills with activities and events accessible for all skill levels. Participation by all communities in celebrating/learning/using the language will potentially help improve wellbeing and so impact positively on health in the short and in the longer term.					
	Cultural and heritage activities/events will help increase participation by those members of our communities who struggle to do so currently, due to lack of confidence, ability, opportunity or financial constraints.					
Negative/Disadvantage	N/A					
Neutral	N/A					

What action will be taken to reduce inequality of outcome

This will be revisited following the consultation period.

5. Community Cohesion/Social Exclusion/Poverty

	+	-	+/-	Why will it have this impact?
Community Cohesion				The strategy aims to promote the Welsh language, culture and heritage and as a result it is anticipated that this would have a positive impact, especially in instilling (greater) pride in the area and Wales as a whole. The various actions would help encourage participation and so bring about a new sense of belonging and community spirit.
				However, there is a danger that the proposal could trigger disharmony and resentment amongst those non Welsh speakers who do not support the aims of the strategy, etc.
Social Exclusion Poverty			Little impact on either of these is anticipated however the implementation of the strategy and associated actions could lead to more involvement of those socially	
			v	excluded due to lack of Welsh language activities/opportunities.

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

Ensure that the strategy and actions are as inclusive as possible. Use publicity judiciously to promote Welsh and dispel any potential negative perceptions.

6. Welsh

	+	-	+/-	Why will it have this effect?
What effect does the initiative have on: – people's opportunities to use the Welsh language	~			The aims of the strategy and the action plan will help provide more opportunities to use Welsh, more activities and events held in Welsh thereby increasing the number of participants. The strategy will also help ensure that Welsh is a key element in policies/strategies as well as being more visible across the whole of the area. Implementation of the strategy will help all Welsh speakers within Neath Port Talbot regardless of their skills level, their location or community.
 treating the Welsh and English languages equally 	~			By implementing the strategy it is likely that the profile of Welsh language will be raised and become more visible throughout the area. The fulfilment of the strategy will help raise the profile of the language, secure its place and promote its equal status within Neath Port Talbot. Treating both languages equally is a legislative requirement and the strategy and associated actions aim to help establish this.

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

Publicity of the strategy and its action plan will be undertaken.

Articles/press releases/social media publicity etc. will be produced to promote activities/events etc. as and when appropriate. Further consideration will be given to this during and following the consultation period.

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			~	There is no impact on biodiversity as a result of the strategy and potential actions at this time.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.			✓	However, as time goes on there may be impacts, Welsh medium school extensions/new builds, etc., and these will be considered as part of the individual project.

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

No action at this time although this will be kept under review

8. Well-being of Future Generations

				-
How have the five wa	ve of working hoon	onnlight in the	development of the initiat	$v \Delta 2$
				101

w	ays of Working	Details		
i. Long term – looking at least 10 years (and up to 25 years) ahead		The strategy is the Council's response to the Welsh Government's commitment to increase the number of Welsh speakers by 2050. This is a long term aim and the strategy is a step on the road to achieve this.		
ii.	Prevention – preventing problems occurring or getting worse	The strategy and its actions have been developed with the aim to ultimately facilitate an increase in the number of Welsh speakers; increase the use of Welsh and ensure the language has greater visibility in the area.		
		By supporting parents, particularly non-Welsh speakers, throughout the educational journey (preschool to college), providing increased opportunities to learn and use Welsh as well as increasing understanding and knowledge of the culture and heritage, the strategy and actions aim to 'change' attitudes as well as increase the number of Welsh speakers.		
iii.	Collaboration – working with other services internal or external	It is not in the Council's gift to singlehandedly influence the increase in the number of Welsh speakers nor be in a position to solely promote the language and the strategy has been developed accordingly.		
		A number of council services as well as partners in the voluntary sector will help deliver the aims of the strategy. Menter laith Castell-nedd Port Talbot has supported the development of the strategy with the Language Forum also lending its support.		
iv.	Involvement – involving people, ensuring they reflect the diversity of the population	The strategy and action plan were developed by a cross party elected Member Task and Finish Group with advice and support from officers of the Council and Menter laith CnPT. Members were able to use their personal and ward knowledge in developing the strategy.		
v.	Integration – making connections to maximise contribution to:	Links to other Council initiatives and strategies have been identified and applied wherever possible. In addition to those identified below there are particular links to the WESP and the draft Culture and Heritage Strategy.		

Council's well-being objectives	The strategy supports and complements the council's purpose, vision, values as stated in the Corporate Plan:
-	Purpose:
	 To help Neath Port Talbot residents live good lives
	Vision:
	 All children get the best start in life All communities are thriving and sustainable. Our local environment, culture and heritage can be enjoyed by future generations. Local people are skilled and access high quality, green jobs.
	Values:
	 Connected Caring Collaborative Confident
Other public bodies objectives	 The strategy supports and complements the Public Services Board's Wellbeing Objectives: All children have the best start in life All our communities will be thriving and sustainable Our local environment, culture and heritage can be enjoyed by future generations There are more green, secure and well-paid jobs and skills across the area are improved

9. Monitoring Arrangements

The Welsh Language Officer Group and Equality and Community Cohesion Group will have a key role in monitoring progress with Cabinet and Cabinet Scrutiny Committee providing a more formal monitoring role

The impact of the strategy and progress against actions will be reported in an annual report presented to Cabinet/ Cabinet Scrutiny Committee.

The strategy will be kept under review to ensure the impacts of the strategy are as expected and any necessary amendments implemented to reduce/remove further negative or further increase positive impacts.

10. Assessment Conclusions

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

	Conclusion
Equalities	There is a predominantly neutral impact, although a positive impact is anticipated for the protected characteristics of age, disability, pregnancy and maternity and race. Supporting people who share these characteristics will help address the decrease in the number of Welsh speakers as identified in the Census 2021, support the aims of the Anti-Racist Wales Action Plan while simultaneously help eliminate inequality of access, use and participation in Welsh language, heritage and cultural activities.
Socio Economic Disadvantage	Greater opportunities and support to learn and use Welsh will help provide a greater awareness of the language itself while increasing individuals' skill levels. With complementary actions to support the outcomes in the WESP, children and young people and their families' improvement in language skills, increased attainment and involvement in the education journey will be maximised. This will help ensure increased opportunities in further education and accessing employment.
	Participation by all communities in celebrating/learning/using the language will potentially help improve wellbeing and so impact positively on health in the short and in the longer term.
	Cultural and heritage activities/events will help increase participation by those members of our communities who struggle to do so currently, due to lack of confidence, ability, opportunity or financial constraints.
	Feedback from the consultation highlighted concerns of the financial implications of implementing the strategy in the current climate particularly as Neath Port Talbot is considered a low Welsh speaking area. However, the strategy has since been amended to clarify the financial position which will ensure that actions are implemented without additional strain on council budgets or financed though grant funding as appropriate. In addition actions have been identified which will help enable those wishing to learn Welsh and/or participate in social activities at affordable rates (free in some cases).
Community Cohesion/ Social Exclusion/Poverty	The strategy aims to promote the Welsh language, culture and heritage and as a result it is anticipated that this would have a positive impact, especially in instilling (greater) pride in the area and Wales as a whole. The various actions would help encourage participation and so bring about a new sense of belonging and community spirit.

Well-being of Future Generations	There will be a positive impact as the strategy has been developed in line with the five ways of working as well as supporting the wellbeing goal 'a Wales of vibrant culture and thriving Welsh language'
Biodiversity	There is no impact on biodiversity as a result of the strategy and potential actions at this time.
	Feedback from the consultation identified no additional impacts to those highlighted originally. Comments on how to increase positive impacts as well as removing or reducing negative impacts have been taken into account with the strategy amended accordingly and some comments subject to further consideration by service areas.
	By implementing the strategy it is likely that the profile of Welsh language will be raised and become more visible throughout the area.
Welsh	There will be a positive impact with more opportunities to use Welsh, more activities and events held in Welsh thereby increasing the number of participants. The strategy will also help ensure that Welsh is a key element in policies/strategies as well as being more visible across the whole of the area.
	However, there is a danger that the proposal could trigger disharmony and resentment amongst those non Welsh speakers who do not support the aims of the strategy, etc. While limited impact is anticipated the implementation of the strategy and associated actions could lead to more involvement of those socially excluded due to lack of Welsh language activities/opportunities.

Overall Conclusion

Please indicate the conclusion reached:

- Continue as planned as no problems and all opportunities have been maximised
- **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

 \square

• 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

Strategy has been developed in accordance with the legislative requirements of the Welsh language Standards (No1) Regulations and reflects the sustainable development principle of the Wellbeing of future Generations (Wales) Act 2015.

While the anticipated outcome of the Strategy will be positive, some potential negative impacts have been identified during the consultation exercise and mitigating actions have been developed to address these. In addition, it is acknowledged that potential negative impacts are likely if implementation of the Strategy is not fully achieved and/or publicity is not undertaken sensitively.

Amendments which aim to address issues/comments raised during the consultation/assessment process have been made to the Strategy and Action Plan as appropriate

There is a predominantly neutral impact in relation to equalities although a positive impact is anticipated for the protected characteristics of age, disability, pregnancy and maternity and race.

The strategy will help alleviate socio economic disadvantage by supporting and increasing learning opportunities, increasing confidence, helping improve attainment levels which in turn will help increase opportunities in further education and accessing employment. Actions have been included in the strategy to help address affordability issues thereby helping to increase participation and accessibility to courses, events and education

There is an anticipated positive impact in relation to community cohesion/ social exclusion/poverty especially in instilling (greater) pride in the area and Wales as a whole. The various actions would help encourage participation and so bring about a new sense of belonging and community spirit.

There will be a positive impact with more opportunities to use Welsh as well as more activities and events held in Welsh thereby increasing the number of participants and helping ensure Welsh is more visibleand audible in the area.

There is no impact on biodiversity at this time.

There will be a positive impact in relation to the Wellbeing of Future Generations as the well-being objectives have been developed in line with the five ways of working.

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?
Undertake consultation on the draft Welsh Language Promotion Strategy and Action Plan	Corporate Policy, Performance and Engagement Team	12 April - 10 May 2023	Consultation responses received
Publicise the Strategy and Action Plan during the consultation period and beyond	Corporate Policy, Performance and Engagement Team/ Communications & Digital Services	12 April - 10 May 2023 As and when required following adoption of the Strategy and Action Plan	Communication plan developed and actioned Press release issued and other media activities undertaken
Ensure that the Strategy and Action Plan are as inclusive as possible.	Corporate Policy, Performance and Engagement Team / Relevant Service Areas	Following consideration of responses received during the consultation	Strategy and Action Plan revised in light of responses received during the consultation
Articles/press releases/social media publicity etc. to be produced to promote activities	Relevant services / Corporate Policy, Performance and Engagement Team / Communications & Digital Services	When appropriate throughout the life of the Strategy	Articles, etc. are published in a timely manner
Measures to be developed to ensure progress is measured appropriately	Corporate Policy, Performance and Engagement Team / Relevant Service Areas	July 2023	Data is available for and reported in annual reports

12. Sign off

	Name	Position	Signature	Date
Completed by				
Signed off by				