

Blaenau Gwent County Borough Council - Integrated Impact Assessment

All decisions, policy reviews or policy implementation will now require a completed Integrated Impact Assessment.

- Section 1-Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Section 2-Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Section 3-Corporate Plan
- Section 4-Wellbeing of Future Generations (Wales) Act 2015
- Section 5-Welsh Language (Wales) Measure 2011
- Section 6-Children’s Right “The Right Way”
- Section 7-Community Safety
- Section 8 Armed Forces
- Section 9-Data
- Section 10-Consultations Statutory Consultation Doctrine of Legitimate Expectation and Gunning Principles
- Section 11-Monitoring
- Section 12-Decision of proposal

Lead Officer	Head of Service	Service Area & Department	Date
Jonathan Morgan/Shawn Hughes	Leanne Roberts	Corporate Services	29/8/2023

Briefly outline the proposal indicating what change or decision is to be made, also provide any documentation that may be used to support this.

What is the proposal that needs to be assessed?

The development and introduction of a Digital Transformation Strategy and Customer Services Strategy including Customer Service Standards and Customer Service charter. These will be embedded so that a clear description of the level of service customers can expect when dealing with the Council.

Section 1

Outline how the proposal will impact on any people or groups of people with protected characteristics, please refer to the Equalities Act 2010 (Wales) for further information [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk) and the EHRC guidance [The Essential Guide to the Public Sector Equality Duty: EHRC](#)

Briefly outline below if there will be any positive or negative impacts as a result of the proposal being considered.

Protected characteristics	Will the proposal have any positive impacts on those with a protected characteristics?	Will the proposal have any negative impacts on those with a protected characteristics?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Age (<i>people of all ages</i>)	Yes	Positive impact – customers will be able to self serve as much as possible, but also for those unable to self serve alternative ways to contact us are available.	Customers will be able to take responsibility for their own actions by interacting with us on-line as much as possible rather than waiting to see or speak to an agent. This can be 24/7, 365 days a year. The Contact Centre and Community Hubs only operate during working hours Monday to Friday.
Disability (<i>people with disabilities/ long term conditions</i>)	Yes	Positive impact – clear guidance will show how customers will be able to self serve as much as possible, speak to an agent in the Contact	Customers will be able to take responsibility for their own actions by interacting with us on-line as much as possible rather than waiting to see or speak to an agent. This can be 24/7, 365 days a year. The Contact Centre and Community Hubs only operate during working hours Monday to Friday.

		Centre or visit a Community Hub. Negative impact – location of the Community Hubs in town centres may be challenging to some residents in terms of their location.	
Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i>	Considered but no impact identified		
Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i>	Considered but no impact identified		
Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i>	Yes	Positive impact – customers will be able to self serve as much as possible, but also for those unable to self serve alternative ways to contact us are available.	Customers will be able to take responsibility for their own actions by interacting with us on-line as much as possible rather than waiting to see or speak to an agent. This can be 24/7, 365 days a year. The Contact Centre and Community Hubs only operate during working hours Monday to Friday.

		Negative impact – parking in town centres near to the Community Hub maybe challenging due to traffic restrictions.	
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	Considered but no impact identified	n/a	
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	Considered but no impact identified	n/a	
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	Considered but no impact identified	n/a	
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)	Considered but no impact identified	n/a	

NOTE: Section 2 only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

Section 2

Socio-economic Duty (Strategic Decisions Only)

The Welsh Governments [Socio-economic Duty](#) provides a framework in order to ensure tackling inequality is at the forefront of decision making.

.Please consider the below vulnerable groups and consider how the proposal could affect them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

Socio Economic disadvantage definitions.	Will the proposal have a positive, negative or neutral impacts on the below?	How could you mitigate the negative impacts outlined?	Please highlight any evidence that has been considered.
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive – customers will have a choice to access services on their own devices, telephone or visit Community Hubs.</p>	<p>Negative – no access to digital technology due to financial constraints. Also, costly to travel to Community Hubs.</p> <p>Customers will have a choice as to how best their circumstances allow them to interact with us.</p>	<p>Every case is treated on its own merits and the Customer Service delivery provided to our customers will depend on their individual circumstance.</p>


<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>Positive – customers will have a choice to access services on their own devices, telephone the Contact Centre or visit Community Hubs</p>	<p>Negative – no access to digital technology due to financial constraints or personal choice. Also, costly to travel to Community Hubs</p> <p>Customers will have a choice as to how best their circumstances allow them to interact with us.</p>	<p>Every case is treated on its own merits and the Customer Service delivery provided to our customers will depend on their individual circumstance</p>
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>Positive – residents will be able to access services on their own devices rather than travel to Community Hubs</p>	<p>Negative – no access to digital technology due to financial constraints or personal choice. Also, costly to travel to Community Hubs</p> <p>Customers will have a choice as to how best their circumstances allow them to interact with us.</p>	<p>Every case is treated on its own merits and the Customer Service delivery provided to our customers will depend on their individual circumstance</p>
<p>Area Deprivation (<i>where you live (rural areas), where you work</i>)</p>	<p>Positive – residents will be able to access services on their own</p>	<p>Negative – no access to digital technology due to financial</p>	<p>Customers will a choice of how to interact with the Council</p>



<p><i>(accessibility of public transport) Impact on the environment?</i></p>	<p>devices rather than travel to Community Hubs</p>	<p>constraints or personal choice. Also, costly to travel to Community Hubs and public transport services to town centres are limited in certain areas.</p>	<p>dependant on their individual circumstances.</p>
<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>	<p>Considered but no impact identified</p>	<p>n/a</p>	
<p>Socio-economic Disadvantage <i>(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)</i></p>	<p>Positive – residents will be able to access services om their own devices rather than travel to Community Hubs</p>	<p>Negative – no access to digital technology due to financial constraints or choice.</p>	<p>Customers will a choice of how to interact with the Council dependant on their individual circumstances.</p>



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Section 3-Corporate Plan <i>Please outline any Corporate Plan linkages of the proposal -BG Corporate Plan 22-27</i>	
Priority 1 - Maximise learning and skills for all to create a prosperous, thriving, resilient Blaenau Gwent	Priority 2 of the Digital Strategy – “To be a digitally enabled Borough” – To develop digital and data skills to deliver services that meet customer and business needs. We have a duty to make arrangements to secure continuous improvement.
Priority 2 - Respond to the nature and climate crisis and enable connected communities	The Customer Service Strategy will link into the Decarbonisation Plan.
Priority 3 - An ambitious and innovative council delivering quality services at the right time and in the right place	Both strategies emphasise the importance of investing in our staff and developing a culture that supports digital improvement and a seamless, positive customer experience.
Priority 4 - Empowering and supporting communities to be safe, independent and resilient	Allowing customers to have the choice of how they interact with us but with the knowledge that, as Priority 2 of the digital Strategy says, all data is protected appropriately and only shared when it is safe and appropriate to do so.

Section 4-Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)
Sustainable development principles. The WCFG Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

Five Ways of Working	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Tern</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being. The Digital and Customer Service landscape has changed dramatically over recent years and is constantly evolving with higher expectations of standards of service and accessibility, including the way the public receive council services.</p> <p>The Pandemic changed customer behaviour, and the way in which public services needed to respond has given momentum to shaping a new vision for the Councils customer offer.</p> <p>The lasting impact of COVID-19 has accelerated the need for the review of the Digital and Transformation and Customer Services delivery model.</p> <p>Closely aligning the strategy with understanding our demographics utilising new technology will provide a pathway for future proofing the Council moving forward into the 21st Century</p>

<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse The demands and expectations of customers and staff and the speed of digital innovation means that we need to be able to deal with the rising volume of customers' requests, who want faster, more comprehensive services across a growing range of channels</p> <p>The key principles and priorities of the Digital and Customer Services Strategies are aimed at those that need and want to access the Council.</p> <p>The intention is to build good quality services with those that use and provide them. The additional benefits of using digital technology and innovation will support independence and better-connected communities.</p> <p>Through our customer-centred design approach we will consider each element of a process and how customers use our services. Having the right culture and leadership to drive our ambition will support the development of customer-centred services.</p> <p>Improved use of data, better engagement and collaboration will allow us to join up services to remove barriers between organisations so that customers can easily access what they need, supporting behaviour change where possible</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The strategies take a whole council approach and promotes knowledge sharing across service areas.</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities. The strategies will be shared with key partners to support working towards a more joined up public services experience for customers.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>The Strategies, has been developed with engagement via;</p> <ul style="list-style-type: none"> • An externally facilitated organisational review of the customer experience and access involving a range of service areas and engagement through journey mapping with customers who use our services • Feedback from customers, non-users, learners, businesses, partners, staff and data gathered during various service design projects; • User research with customers including that gained through service re design projects • Evidence from work undertaken on service design projects, i.e Planning and content design; • Wider CLT session facilitated by Centre of Public Digital Services to understand current position, opportunities, barriers and objectives; • Senior management and Elected member feedback • Feedback from elected members, MCS induction session; • Digital self-evaluation, facilitated by WLGA; • Digital Exclusion project across Gwent; • Customer Experience and Access review; • Review of agile working • Community feedback on budget proposals – 62% want easy access to digital services

	<p>User research will be a key part of the strategy implementation moving forward.</p>
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How does your proposal link to the Welsh Governments Priorities for Wales? Please indicate below.

1. **A PROSPEROUS WALES** ... an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

The strategy will contribute towards the requirements and standards set out in the following: > Well-being and Future Generations Act > Digital Strategy for Wales > Digital Service Standards for Wales > Welsh Language Act Whilst delivering this Strategy, we will ensure the decisions we make consider the well-being goals and five ways of working: Long Term, Integration, Involvement, Collaboration and Prevention. We will ensure that our decisions are evidenced-based and consider the social and economic impact on our communities. The key principles and priorities of this strategy are aimed at those who need and want to access the Council. The intention is to build good quality services with those who use and provide them. The additional benefits of using digital technology and innovation will support independence and better-connected communities. Through our customer-centred design approach we will consider each element of a process and how customers use our services. Having the right culture and leadership to drive our digital ambition will support the development of customer-centred services. Improved use of data, better engagement and collaboration will allow us to join up services to remove barriers between organisations so that customers can easily access what they need

2. **A RESILIENT WALES** ... a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). Think about how your activity will have regard to protecting and enhancing biodiversity.

Considered but no impact identified

3. **A HEALTHIER WALES** ... a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

The strategies will provide our residents with a choice of how they interact with us dependant on the individual circumstances and needs.

4. **A MORE EQUAL WALES** ... A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

The strategies will provide our residents with a choice of how they interact with us dependant on the ondividual circumstances and needs.

5. **A WALES OF COHESIVE COMMUNITIES** ... attractive, viable, safe and well-connected communities.

We aim to ensure our technology and digital infrastructure is responsive, secure and adaptive to meet changing needs of our customers, business and staff and we will aim to do this by working with communities, developing a digital infrastruture to support 21st century services, collaborating with partners but maintaining our systems so they are always safe and secure

6. **A WALES OF VIBRANT CULTURE AND THRIVING** ... a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

Improving customer digital skills can open many doors to opportunity and skills developme

7. **A GLOBALLY RESPONSIBLE WALES** ... a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The Digital Strategy will contribute towards the requirements and standards set out in the following: > Well-being and Future Generations Act > Digital Strategy for Wales > Digital Service Standards for Wales > Welsh Language Act



Section 5-Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact that any proposal may have on opportunities to use the Welsh language. [Welsh Language Standards](#))

Requirement	Does the proposal have any positive, negative or neutral impacts in regards to the below?	What can be done to mitigate any negative impacts?	Please demonstrate any evidence used to form this opinion.
<p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	<p>Positive – the strategies support the Welsh language and support the equalities agenda.</p>	<p>Ensuring the Welsh language standards are adhered to and embedded into every service area.</p>	<p>Customers will be given the choice of communicating in their preferred language of choice.</p>
<p>What opportunities are there to promote the Welsh Language? <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>Correspondance will be provided in the language of choice.</p>		
<p>What opportunities are there for a person or person to use the Welsh Language? <i>e.g. staff, residents and visitors</i></p>	<p>Customers will be able to deal with queries in their preferred language of their choice</p>	<p>Whilst there are already Welsh speakers in the LA, front line customer service staff are currently under-going Welsh language training.</p>	<p>Customers will be able to converse with customer service staff in their preferred choice of language.</p>

<p>Has the Welsh Language been considered in order to treat the Welsh language no less favourably than the English language?</p>	<p>Yes</p>	<p>Whilst there are already Welsh speakers in the LA, front line customer service staff are currently under-going Welsh language training.</p>	<p>We are currently following an action plan following intervention from the Welsh language Commissioner</p>
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Section 6 – Children’s Rights Approach - [The Right Way](#)

The Children’s Rights Approach – The Right Way is a framework for working with children, grounded in the UN Convention on the Rights of the Child (UNCRC). It places the UNCRC at the core of planning and service delivery and integrates children’s rights into every aspect of decision-making, policy and practice. The Right Way focuses on three main them Participation, Provision and Protection.

Protected characteristics	Will the proposal have any positive impacts on the Children’s Rights Approach?	Will the proposal have any negative impacts on the Children’s Rights Approach?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
<p>Participation (child or young person as someone who actively</p>	<p>Considered but no impact identified</p>		

contributes to society as a citizen)			
Provision (the basic rights of children and young people to survive and develop)	Considered but no impact identified		
Protection (children and young people are protected against exploitation, abuse or discrimination)	Considered but no impact identified		

Section 7– Community Safety

Duty to Consider Crime and Disorder Implications

Section 17 of the Crime and Disorder Act 1998 places a duty on the local authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder, anti-social and other behaviour adversely affecting the local environment, the misuse of drugs, alcohol and other substances, re-offending and serious violence.

Impacts	Will the proposal have any positive impacts on crime and disorder?	Will the proposal have any negative impacts on crime and disorder?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
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<p>Crime (consider impact on each: victims, offenders and neighbourhoods)</p>	<p>Considered but no impact identified</p>		
<p>Anti-Social Behaviour and behaviour adversely affecting the local environment (consider impact on each: victims, offenders, neighbourhoods and green spaces)</p>	<p>Considered but no impact identified</p>		
<p>Misuse of drugs, alcohol and other substances (Think vulnerable children, adults, families and communities)</p>	<p>Considered but no impact identified</p>		
<p>Re-offending (Think young people and adults, victims, families, communities)</p>	<p>Considered but no impact identified</p>		
<p>Serious Violence (Think vulnerable young people, vulnerable adults, victims, families, communities)</p>	<p>Considered but no impact identified</p>		

Counter Terrorism (People and places that are vulnerable to terrorism or violent extremism)	Considered but no impact identified		
Community Cohesion (Asylum seekers, Migrants, Victims or Hate Crime, Community tensions)	Considered but no impact identified		

Section 8- Armed Forces Covenant Duty [AFC Draft Statutory Guidance - Final.pdf](#)

Impacts	Will the proposal have any positive impacts on the armed forces community?	Will the proposal have any negative impacts on the armed forces community?	Outline how the proposal could maximise any positive impacts or minimise any negative impact. Please indicate any views evidence you have that supports this.
Health <ul style="list-style-type: none"> • Provision of services • Planning and funding • Co-operation between bodies and professionals 	Considered but no impact identified		

<p>These healthcare functions are within scope of the Duty in the following settings:</p> <ul style="list-style-type: none"> • NHS Primary Care services, including general practice, community pharmacies, NHS dental, NHS optometry services and public health screening services. • NHS Secondary Care services, including urgent and emergency care, hospital and community services, specialist care, mental health services, and additional needs services (as applicable). • Local authority-delivered healthcare services, including sexual health services and drug and alcohol misuse services 			
<p>Education</p> <ul style="list-style-type: none"> • Admissions • Educational attainment and curriculum • Child wellbeing 	<p>Considered but no impact identified</p>		

<ul style="list-style-type: none"> • Transport • Attendance • Additional needs support • Use of Service Pupil Premium funding (England only) <p>These education functions are within scope of the Duty in compulsory education settings, that is, primary, secondary, and, for England only, compulsory further education. The Duty does not cover nursery (early years education), higher education, or other voluntary adult education settings</p>			
<p>Housing</p> <ul style="list-style-type: none"> • Allocations policy for social housing • Tenancy strategies (England only) • Homelessness • Disabled Facilities Grants 	<p>Considered but no impact identified</p>		

Section 9-Data-Please outline any data or evidence that has been used to develop the proposal, this can be previous consultations, local/national data, pilot projects, reports, feedback from clients etc.

Data/evidence –What data/evidence was used? - provide any links.	What were the key findings?	How has the data/evidence informed this proposal?
<p>The Strategies have been developed with engagement via;</p> <ul style="list-style-type: none"> • Feedback from customers, non-users, learners, businesses, partners, staff and data gathered during various service design projects; <ul style="list-style-type: none"> • Evidence from work undertaken on service design projects, i.e Planning and content design; • Wider CLT session facilitated by Centre of Public Digital Services to understand current position, opportunities, barriers and objectives; • Feedback from elected members, MCS induction session; • Digital self-evaluation, facilitated by WLGA; • Digital Exclusion project across Gwent; • Customer Experience and Access review; • Review of agile working 	<p>The external review undertaken in 2022 of customer experience across the Council found;</p> <ul style="list-style-type: none"> • People value the interaction and the experience of in person customer service channels • There are many access points and it’s confusing people • Some people lack the ability to use digital channels but not all • Customers who are able to self-serve are opting to call for reasons including difficulty in navigating the online experience • Often the content we communicate is misunderstood and causes confusion 	<p>All the evidence and data we have gathered has allowed us to consider our position in order to develop these strategies</p>

<ul style="list-style-type: none"> Community feedback on budget proposals – 62% want easy access to digital services <p>User research will be a key part of the strategy implementation moving forward.</p>	<ul style="list-style-type: none"> Closer working between Customer Services officers and service areas could alleviate frustrating and confusing experiences for people. <p>There will be a set of delivery plans against each priority set out in the strategy and will have a number of key success measures, such as % of customers accessing front facing services rating the service they receive as excellent or good; total number of complaints received per thousand populations (aligned to Council Complaints procedure)</p>	
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Are there any data or information gaps and if so what are they and how do you intend to address them?

n/a

Section 10-Consultation. Please provide details of consultation undertaken to support the proposal. Please consider the Gunning Principles: -

Principle 1: Consultation must take place when the proposals are still at a formative stage. You must not have already made up your mind.

Principle 2: Sufficient reasons must be put forward to allow for intelligent consideration and response. Have people been given the information and opportunity to influence?

Principle 3: Adequate time must be given for consideration and response. Is the consultation long enough bearing in mind the circumstances?

Principle 4: The product of consultation must be conscientiously taken into account when finalising the decision

Briefly describe any planned consultations or consultations that have been carried out to date. Please consider the above principles.

Please consider the following questions; -

- 1. Who did you consult?**
- 2. When did the consultation take place and was adequate time given for a response?**
- 3. Was there enough information provided to respond effectively?**
- 4. What were the findings?**
- 5. Have the findings been considered in regards to the decision?**

The Strategy, Standards and Charter has been developed with engagement via;

- An externally facilitated organisational review of the customer experience and access involving a range of service areas and engagement through journey mapping with customers who use our services
- User research with customers including that gained through service re design projects
- Senior management and Elected member feedback

- Undertaking desk top research and,
- Discussions with partner organisations

User research will be a key part of the strategy implementation moving forward

Section 11-Monitoring and Review	
How will the implementation of the proposal be monitored, including the impacts or changes made?	Information will be included in the quarterly Joint finance and performance report which is part of the committee forward work programme, including an annual quarter 4 position
What monitoring tools will be used?	To be considered
How will the results be used for future development?	Each year the strategy will have a set of Delivery Plans developed against each priority. A set of key success measures will also be developed.
How and when will it be reviewed?	For the Customer Service strategy an annual quarter 4 position but with a mid-point review of the strategies to be undertaken. The Digital strategy will be reviewed annually to ensure we keep pace with ongoing changes to digital innovation, technologies and customer expectation
Who is responsible for ensuring this happens?	The Future Working Programme Board chaired by the Chief Executive will receive progress updates on the implementation of the Customer Services strategy. The Service Design and Digital Leadership Board will oversee the delivery of the Digital Transformation Strategy.

Section 12 - Decision

Using the information you have gathered from sections 1-9 please state in the table below whether you are able to proceed with the proposal.

Continue with the proposal in its current form	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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Continue with proposal but take into account reasonable steps to mitigate any negative impacts of the proposal	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
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Name of person completing the IIA	
Name:	Jonathan Morgan
Job Title:	Team Manager Customer Contact
Date:	7/9/2023

Head of Service Approval			
Name:	Leanne Roberts		
Job Title:	Service Manager – Customer Experience & Transformation		
Signature:	L.C.Roberts	Date:	29/8/2023

Please contact Policy & Partnerships should you require any further advice or guidance on completing your assessment via lissa.friel@blaenau-gwent.gov.uk or emma.scherptong@blaenau-gwent.gov.uk.