

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE:** Section 3 *Socio-economic Duty* 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.

<b>1. Proposal Details</b>			
<b>Lead Officer</b>	<b>Head of Service</b>	<b>Service Area &amp; Department</b>	<b>Date</b>
Gwyn Williams	Elizabeth Lucas	Customer and Digital Services	23/03/2021

<b>Is this proposal a... (please tick relevant box)</b>					
<b>Policy</b> <input type="checkbox"/>	<b>Strategy / Plan</b> <input checked="" type="checkbox"/>	<b>Practice</b> <input type="checkbox"/>	<b>Procedure</b> <input type="checkbox"/>	<b>Restructure</b> <input type="checkbox"/>	<b>Project</b> <input type="checkbox"/>

<b>What is the proposal to be assessed?</b> <i>Provide brief details of the proposal and provide a link to any relevant report or documents.</i>
<p>The proposal is to develop an Information, Communication Technologies (ICT) Strategy for Digital Services. The Strategy will provide the roadmap, direction and guidance for ICT developments within Caerphilly County Borough Council for the next 5 years.</p> <p>The Strategy sets out how Digital Services will develop its service to support the Authority’s Customer and Digital Strategy through transformative and innovative technologies and improved governance. It will show how Digital Services will aspire to provide a good customer experience across all council services by putting customers at the core of their service.</p> <p>The ICT Strategy will deliver the “tin, wires and code” that will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme.</p>

The Strategy's main aims are:

- To enable CCBC to meet its current and future priorities
- To enable and encourage flexible working patterns allowing our staff to work from anywhere at anytime
- To provide a better experience and level of customer care for all users
- To migrate to modern, more cost efficient and environmentally friendly technologies and devices
- To provide a secure, resilient infrastructure platform which we can build upon in the future

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

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

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Age</b> ( <i>people of all ages</i> )	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>As the Strategy develops we will engage for further consultation and seek the views of people and organisations from the protected groups. Any negative impact will be mitigated where possible.</p> <p>The strategy will not remove the currently available face to face services.</p> <p>New technologies will enable people to interact through different online channels such as chat bots, inquiry forms, reporting and social media</p> <p>Telephony will continue to exist as a service providing a consistent technology in our service delivery.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Caerphilly CBC, Customer and Digital Strategy 2019-2023;</p> <p>Well-being of Future Generations (Wales) Act (2015)</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

	It is envisaged that the Strategy will have a positive impact for this protected characteristic.		
<b>Disability</b> ( <i>people with disabilities/ long term conditions</i> )	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The introduction of new technologies will make it easier for some disability groups to interact with the Council, such as through speech recognition.</p> <p>We will follow the guidelines produced by the Government Digital Service (GDS) in relation to accessibility to services.</p> <p>Our web content adheres to Web Content Accessibility Guidelines (WCAG) 2.1 with any compliancy issues being clearly highlighted.</p> <p>It is envisaged that the Strategy will have a positive impact for this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023;</p> <p>Web Content Accessibility Guidelines (WCAG) 2.1;</p> <p>GDS, Guidance and tools for digital accessibility</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<b>Gender Reassignment</b> ( <i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i> )	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p>

	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>and any negative impacts identified will be mitigated where possible.</p>	<p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Marriage or Civil Partnership</b> (<i>people who are married or in a civil partnership</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Pregnancy and Maternity</b> (<i>women who are pregnant and/or on maternity leave</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p>

	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>and any negative impacts identified will be mitigated where possible.</p>	<p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Race</b> (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b><u>Protected Characteristics</u></b></p>	<p><b>Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?</b></p>	<p><b>If there are negative impacts how will these be mitigated?</b></p>	<p><b>What evidence has been used to support this view?</b></p>

<p><b>Religion or Belief</b> (<i>people with different religions and beliefs including people with no beliefs</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Sex</b> (<i>women and men, girls and boys and those who self-identify their gender</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

<p><b>Sexual Orientation</b> (lesbian, gay, bisexual, heterosexual)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on 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



<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p><b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

	This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.		
<b><u>Socio-economic Disadvantage</u></b>	<b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
<b>Low and/or No Wealth</b> ( <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>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Team Caerphilly – Better Together Transformation programme</p>

	<p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		
<p><b>Material Deprivation</b> (<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>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Digital Fridays</p> <p>Library Service Strategic Action Plan 2018-2019</p> <p>Working Skills for Adults 2</p> <p>Bridges into work 2</p>

	<p>enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently through initiatives such as Digital Fridays and access to technology in libraries.</p>		
<p><b>Area Deprivation</b> (<i>where you live (rural areas), where you work (accessibility of public transport)</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p>

	<p>continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		<p>Library Service Strategic Action Plan 2018-2019</p>
<p><b>Socio-economic Background</b> <i>(social class i.e. parents education, employment and income)</i></p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p>

	<p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		<p>Customer and Digital Strategy 2019-2023.</p>
<p><b>Socio-economic Disadvantage</b></p>		<p>None identified.</p>	

<p><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>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p>
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	<p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		
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#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)*

<p><b>Objective 1</b> - Improve education opportunities for all</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>The Strategy will provide a learning environment for all employees, enabling them to improve their digital skills.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>This will be a positive impact for Objective 1.</p>
<p><b>Objective 2</b> - Enabling employment</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered, facilitating a flexible workforce and delivering agile ways of working.</p> <p>Delivering additional internet access across the Borough will enable the public to search for employment and to access training materials published on the internet.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.</p> <p>This will be a positive impact for objective 2.</p> <p>Where possible local suppliers will be used to assist in the delivery of the Strategy which will maintain employment in the local area.</p>
<p><b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance</p>	

<p>or support to help improve people's well-being</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered. Technology will enable a more flexible workforce that can engage with information as required and collaborate with peers regardless of their physical location. Having accurate information available to answer questions and assist in decision making processes will improve service delivery. This will be a positive impact for objective 3.</p>
<p><b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>This will have no impact for objective 4.</p>
<p><b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>The Strategy will have no impact for objective 5.</p>
<p><b>Objective 6</b> - Support citizens to remain independent and improve their well-being</p>	<p>The Strategy will assist the CCBC Regeneration Strategy through the development of broadband and public wi-fi in key regeneration areas across the Borough.</p> <p>Adults will be able to remain in familiar locations, such as their own home, whilst keeping their independence through the use of Internet of Things that monitor their activities and notifies someone if necessary.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>This will be a positive impact for objective 6.</p>

#### 4a. Links to any other relevant Council Policy

*(How does your proposal deliver against any other relevant Council Policy?)*

The Strategy links to the following policy drivers and initiatives.

Well-being of Future Generations (Wales) Act (2015);

Caerphilly CBC, Corporate Plan 2018-2023;

Customer and Digital Strategy 2019-2023.

Support of Local Businesses and SMEs

Regeneration Strategy



**CCBC Strategic Equality Plan 2020-2024**




**CCBC Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011**

**CCBC Transformation Strategy**

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The 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)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The Strategy's main aims are:</p> <ul style="list-style-type: none"> <li>• To enable CCBC to meet its current and future priorities</li> <li>• To enable and encourage flexible working patterns allowing our staff to work from anywhere at anytime</li> <li>• To provide a better experience and level of customer care for all users</li> <li>• To migrate to modern, more cost efficient and environmentally friendly technologies and devices</li> <li>• To provide a secure, resilient infrastructure platform which we can build upon in the future</li> </ul> <p>Through channel shift, automation and simplification of processes delivering long term improvement for service delivery, facilitating increased human engagement where needed and improved customer experiences when dealing with the Council. Through technology the Strategy will increase the availability of services to match the ever changing work life balance of our customers.</p> <p>The move to Cloud services will reduce our carbon emissions.</p> <p>The improvement of broadband connectivity and public wi-fi will improve opportunities for education and employment.</p> <p>The enhancement of digital skills across the Authority will improve the effectiveness of service areas resulting in better-quality service delivery to customers.</p>
<p><b>Prevention</b></p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The strategy will support delivery of citizen centric services extending the availability of these services to meet the ever changing environment of employment.</p> <p>Analysis of data and information will enable root cause analysis and provide the ability to resolve problems in our communities.</p> <p>Artificial intelligence and machine learning will assist in identifying anomalies and either resolve or highlight for further investigation.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>

<p><b>Integration</b></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 Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>The Strategy will support areas of the CCBC regeneration strategy in delivering technologies to support areas of social economic deprivation.</p> <p>Learning is supported by the Strategy, helping to improve facilities available to young learners, adult learners and digitally excluded.</p> <p>Keeping families in contact with each other using technology has health benefits.</p>
<p><b>Collaboration</b></p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The Strategy has engaged colleagues from across the Authority to develop the key themes and strategic principles within the Strategy, all putting the customer at the core of service delivery.</p> <ul style="list-style-type: none"> <li>• Enabling the Authority to meet its current and future priorities</li> <li>• Enabling and encouraging flexible working patterns</li> <li>• Providing a better experience and level of customer care for all customers</li> <li>• Migrating to modern, more cost efficient and environmentally friendly technologies and devices</li> <li>• Providing a secure, resilient infrastructure environment which we can build upon in the future</li> <li>• Migrating to modern solutions that improve customer experience, enable better use of information and deliver improved services</li> </ul> <p>We are working with the Centre for Digital Public Services and the Welsh Government transformation team on developing learning across Caerphilly CBC, Blaenau Gwent BC and Merthyr CBC.</p> <p>We are working with Microsoft to deliver technologies that will enhance the Strategy and improve the way the Council works through improved collaboration, information sharing and data analysis.</p> <p>Collaborate approach with Welsh Government to improving learning facilities in our schools.</p>
<p><b>Involvement</b></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><b>The Strategy has engaged colleagues from across the Authority to develop the key themes and strategic principles within the Strategy. Scrutiny committee has been engaged.</b></p> <p>The Strategy has been presented to CMT.</p> <p>The Strategy is a living document and through engagement with stakeholders will continue to be developed to meet the needs of the Authority and how it serves its customers.</p>

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## 6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>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</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Where possible local suppliers will be used to assist in the delivery of the ICT strategy which will maintain employment in the local area.</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>Knowledge and learning is key to the strategy for all employees. It is equally as important for our learners throughout the Borough, whether it be at the start of their learning journey or at some other point on that journey.</p> <p>Improved bandwidth in public facing services enabling members of our community to search for employment and access digital resources that they may otherwise not be able to access.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.  The strategy facilitates an agile workforce enabling working from anywhere at any time, reducing travelling and improving work life balance.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>The move to an agile workforce will improve work life balance and reduce carbon emissions through reduction in travelling.</p>

	<p>The Strategy will facilitate different service channels to deliver our services, these will allow our community to engage without the need for face to face, at times that are more conducive to their personal commitments.</p> <p>The ability to engage with the Council through common tools such as social media and artificial intelligence will be beneficial to some areas of the community.</p>
<p><b>A Healthier Wales</b>  <i>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</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>The move to an agile workforce will improve work life balance.</p> <p>Keeping families in contact with each other using technology has health benefits.</p> <p>The ability to engage with the Council at a time convenient to the customer will help to reduce stress associated with the engagement.</p>
<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>The ability to provide services through different channels and for longer periods will improve accessibility for customers. The use of different channels will widen the appeal to interact with the Council.</p> <p>Knowledge and learning is key to the strategy for all employees. It is equally as important for our learners throughout the Borough, whether it be at the start of their learning journey or at some other point on that journey.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.</p>

<u>Well-being Goals</u>	<b>Does the proposal maximise our contribution to the Well-being Goal and how?</b>
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>The strategy will enable service areas to consider how best to deliver services to customers.</p> <p>The Strategy will support areas of the CCBC regeneration strategy in delivering technologies to support areas of social economic deprivation.</p> <p>Learning is supported by the Strategy, helping to improve facilities available to young learners, adult learners and digitally excluded.</p> <p>Keeping families in contact with each other using technology has health benefits.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>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</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>The Strategy supports the use of the Welsh Language.</p> <p>Through channel shift the ability to engage with service providers will increase and make it easier to take part in the arts, sports and recreation.</p> <p>The Strategy will continue to support all Welsh medium schools within the Borough.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p>
<p><b>A Globally Responsible Wales</b>  <i>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</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>The strategy facilitates an agile workforce enabling working from anywhere at any time, reducing travelling and improving work life balance.</p> <p>Where possible local firms are employed to provide goods and services.</p>



Learning is being developed and delivered through virtual classrooms.

## 7. 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 a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<p>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022 and the Language Profile</a></p>	<p>We will engage with Suppliers of ICT services to allow the use of the Welsh Language.</p> <p>Where possible digital solutions will have a Welsh version available for use by Welsh speakers.</p> <p>Collaborative tools such as video conferencing will enable engagement through the medium of Welsh.</p> <p>The Strategy will continue to support all Welsh medium schools within the Borough.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p> <p>The Strategy will have a positive impact.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p> <p>Welsh in Education Plan (WESP)</p> <p>Five Year Strategy</p>
<p>Compliance with the <a href="#">Welsh Language Standards</a>. <i>Specifically Standards 88 - 93</i></p>	<p>The Council's website will be bilingual ensuring compliance</p>		<p>The Welsh Language Standards</p>

	<p>with Welsh Language Standards.</p> <p>Telephony technologies will continue to deliver services through the Welsh language and the consolidation of call centre solutions will enhance this service across the Authority through standardisation.</p> <p>Business units will need to consider how they met the requirements of the Welsh Language Standards, which could be through Welsh language training, consideration for Welsh speakers should be taken during recruitment.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	
<p><b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>Where available the Welsh language will be used.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p>
<p><b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i></p>	<p>Business units must consider how they met the requirements of the Welsh Language Standards, which could be through Welsh language training, consideration for</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative</p>	<p>The Welsh Language Standards</p>

	<p>Welsh speakers should be taken during recruitment.</p> <p>Telephony technologies will continue to deliver services through the Welsh language and the consolidation of call centre solutions will enhance this service across the Authority through standardisation.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p>	<p>impacts identified will be mitigated where possible.</p>	
<p><b>Treating the Welsh language no less favourably than the English language</b></p>	<p>The Welsh language will be a consideration of all four workstreams identified.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p>

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

Any positive impacts will be explored and we will seek where possible to increase the positive impacts on people to use the Welsh language and to not treat the Welsh language less favourably than the English language. Implementing new technology will enable us to deliver services to people in their preferred language wherever possible.

**8. Data and Information**

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

<b>Data/evidence</b> <i>(Please provide link to report if appropriate)</i>	<b>Key relevant findings</b>	<b>How has the data/evidence informed this proposal?</b>
<p>Digital Services has used its partner Red Cortex to assist in the development of this Strategy. They have engaged with Heads of Services across the Authority through several workshops to identify what they feel is working well and not so well. This information was analysed and included in the Strategy, creating a covenant between Digital Services and the Business.</p> <p>The recognition that both Digital Services and the wider organisation needs to change how they interact with each other was universally accepted during the consultation process.</p> <p>This culminated with a covenant being created which sets out a number of behavioural promises that Caerphilly CBC staff in Digital Services and the wider organisation will follow. This covenant will be published on the Intranet and will be a guiding principle of interactions between Digital Services and Business units.</p> <p>Red Cortex held several meetings with key staff across Digital Services to identify current service delivery and agree potential future service delivery, this information has been included throughout the Strategy. These meetings identified how Digital Services currently works and how we would like to work in the future, culminating in a number of strategic principles that will</p> <ul style="list-style-type: none"> <li>• Provide the basis for how we deliver service management</li> </ul>	<p>What were the key findings? What did the data / evidence used tell you?</p> <p>Improved engagement between Digital Services and the Business.</p> <p>The Business to engage with Digital Services in the early stages of a project.</p> <p>Too many applications many with similar or overlapping functions.</p> <p>Need to ensure digital skills are improved across the Authority.</p> <p>ICT is a critical function for the Authority.</p>	<p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p> <p>The findings of the engagement have been the basis for the Strategy.</p> <p>Understanding of current issues faced by business areas</p> <p>Identify areas where the ICT service could be improved</p> <p>Understand future requirements of the customers</p> <p>Define how the business units could better interact with ICT</p>

- How we will provide technology to ensure connectivity for data and voice
  - How we will encourage data centre transformation and reduce our carbon emissions
  - Deliver security that will protect customers and minimise impact on how they deliver services
- Both pieces of work have resulted in the identification of the four workstreams of the Strategy.
- Transformation – This is the changing of the organisation in terms of enabling cloud services and acquiring the skills necessary to manage new technologies
  - Governance – The introduction of new governance around ICT, both from a project and a day-to-day running perspective
  - Digital Services Team – The development of the CCBC capability and capacity needed to run the ICT service to a recognised standard
  - Departmental Business Systems – For our applications used in specific areas of the business, we need to understand the likely future requirements and ensure they are accommodated within the strategy.

**Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**  
*Details of further consultation can be included in Section 9.*

Are there any gaps in the existing data and how will you go about filling these gaps?

Where necessary further consultation will be taken with relevant service users and stakeholders.

As the Business requirements change, the Strategy will be reviewed and where applicable further consultation will take place.

## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Who was consulted?

Our partner Red Cortex has engaged with leaders from across the Authority as part of developing the Strategy, this engagement took the form of workshops and concentrated on the following topics.

- Current issues faced
- Areas where the ICT service could be improved
- Future requirements
- How business areas could better interact with ICT

P&R Scrutiny

Corporate Management Team

When were they consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

At the beginning of the process

10<sup>th</sup> November 2020

14<sup>th</sup> April 2021

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

What were the key findings?

As a consequence of these sessions, there were a number of common themes regarding both the ICT service and the wider organisation, and how each could improve to meet the needs of the organisation and provide better services to both internal and external users going forward. The consultation session outcomes are summarised below:

### ICT

- An approved and published workplan
- A published service catalogue
- Agreed and published response times
- No more “Computer says No”
- Better communication required with the organisation
- Better remote working capability
- More training material
- Adoption or more cloud-based technologies
- More Innovation – ICT to drive this within the organisation

### Wider Organisation

- ICT must be recognised as a Corporate Priority
- Improved and Consistent Engagement with ICT
- Appropriate Funding and resourcing
- Better use of existing tools
- Managers to help drive adoption of new Tools
- ICT Representation in every SMT
- Organisation to choose its priorities
- Recognition by staff that they must keep their IT skills up to date

Digital Services will engage in consultation throughout the life of the Strategy as required, as each workstream develops further its impact on this Assessment will be considered.

Digital Services will not directly provide services to the Public but the Business units that rely on Digital Services may have direct services with the Public and they will need to assess the impact of any changes to their service delivery at the time.

How have the consultation findings been taken into account?

These have been included in defining the strategy.



## 10. Monitoring and Review

<p><b>How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?</b></p>	<p>For example, what monitoring will be used? How frequent?</p> <p>The proposal will be monitored by the progress of each workstream aligned to timescales and budget. Project management methodologies will be used to manage each project within the workstreams. Support calls logged with the Digital Services support desk will be analysed weekly by the Second line support coordinator to identify trends. Any complaints and compliments logged with the Authority's complaints team relevant to this strategy will be reviewed.</p> <p>The engagement with leaders across the Authority has identified that collaboration needs to be improved between the Business and Digital Services and appropriate engagement will be undertaken as each workstream develops. As each business unit identifies new requirements, they will engage Digital Services at the start of the process.</p>
<p><b>What are the practical arrangements for monitoring?</b></p>	<p>For example, who will put this in place? When will it start?</p> <p>Regular service area workload monitoring</p> <p>Support calls logged with the Digital Services support desk will be analysed weekly by the Second line support coordinator to identify trends.</p> <p>Any complaints logged with the Authority's complaints team relevant to this strategy will be reviewed.</p> <p>Digital Leadership Group to monitor progress.</p> <p>Digital Solutions Board to approve new or changes to solutions.</p>
<p><b>How will the results of the monitoring be used to develop future proposals?</b></p>	<p>Identification of problems and through data analysis root causes will be identified and resolutions put in place. These lessons learnt will be incorporated into future projects and a process of continued improvement.</p> <p>Digital Leadership Group will advise on appropriate governance and reporting routes to be taken where necessary.</p>

	Digital Solutions Board will feed outcomes into the Digital Leadership Group.
<b>When is the proposal due to be reviewed?</b>	Annually
<b>Who is responsible for ensuring this happens?</b>	Digital Services Manager

### 11. Recommendation and Reasoning

Implement proposal with no amendments

Implement proposal taking account of the mitigating actions outlined

Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

**Have you contacted relevant officers for advice and guidance?**

Yes

No

## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

Digital Services is core to the Authority and the past 12 months has brought this to the forefront, it is therefore crucial to have an ICT Strategy that delivers the "tin, wire and code" to transform the way technology is delivered across the Authority, evolving with the Business as services transform themselves. Digital Services will be fundamental to the transformation of the Authority.

The Strategy will underpin the Authority's Customer and Digital Strategy and the Team Caerphilly transformation programme. Digital Services are an enabler for the Authority to deliver its services to its customers and through engagement with our customers we have developed this Strategy. Where further engagement is required, we will undertake this with all appropriate groups at the time.

Technology will free staff away from routine tasks and enable them to interact with their customers, creating time to deliver their service and improve the customer experience.

A flexible approach to working will improve work life balance, reducing travelling and decreasing our carbon footprint. A move to cloud technologies will reduce the requirements for our data centre resulting in a reduction in power consumption. The Strategy not only improves service delivery but benefits the environment.

The Strategy will deliver improved ways of working including delivering a more secure and robust infrastructure.

The Strategy supports the following policy drivers and initiatives:

Caerphilly CBC, Corporate Plan 2018-2023;

Caerphilly CBC, Customer and Digital Strategy 2019-2023;

Well-being of Future Generations (Wales) Act (2015)

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1.0	Gwyn Williams	Initial draft document	23/03/2021

### **Integrated Impact Assessment Author**

<b>Name:</b>	Gwyn Williams
<b>Job Title:</b>	Digital Services Manager
<b>Date:</b>	23 March 2021

### **Head of Service Approval**

<b>Name:</b>	
<b>Job Title:</b>	
<b>Signature:</b>	
	<b>Date:</b>