

Appendix 3

Composite Impact Assessment

This document assesses the impact that the policy, procedure, plan etc. will have on the population of the county and is undertaken based on a number of legislative requirements.

- **The Equality Act 2010.** It places a duty on public bodies to give due regard to the impact that any new (or amended) policy, procedure, plan etc. may have on people with protected characteristics. We are required to:
 - eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act.
 - promote equality of opportunity between people who share a relevant protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.

In Wales, the specific duty sets out the requirement to conduct an impact assessment following specific guidance, to consider the effect that any change to a policy or procedure (or the creation of a new one) will have on people with protected equality characteristics. An assessment must be undertaken in a timely manner before any relevant decision is made (i.e. one that affects people with a protected equality characteristic).

- **Socio-economic Duty.** Wales has now implemented this additional duty, which forms part of the Equality Act 2010, placing a requirement on public bodies to address socio-economic disadvantage in strategic decisions.
- **Welsh Language Standards (Section 44 of the Welsh Language Measure (Wales) 2011).** The Council is required to consider the impact that any change to a policy or procedure (or the creation of a new one) will have on opportunities for people to use the Welsh language, and to ensure that Welsh is not treated less favourably than English. This document therefore ensures that these decisions protect and promote the use of the Welsh language.
- **Well-being of Future Generations (Wales) Act 2015.** The Council has a duty to implement the five ways of working and to respond to the seven national well-being goals.
- **Armed Forces Act 2021.** Councils must give due regard to the impact of this proposal on those who are serving or have served in the Armed Forces, as well as their families.

Gwynedd Economic Strategy Equality Assessment 30/01/2026

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STEP 1 - Main Aims and Objectives of the Policy or Practice

1. What kind of document or procedure is being assessed?

Set objectives (for example, well-being objectives, equality objectives, Welsh Language strategy)

2. What are the aims, objectives and intended outcomes of the policy or practice?

The vision of the Gwynedd Economic Strategy is to foster an innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes to everyone's well-being. The aim of this new Strategy is to ensure inclusive and sustainable growth, so that individuals, businesses and community enterprises in Gwynedd genuinely benefit from the economy. The Strategy will remain in place until 2035.

By identifying the county's strengths and weaknesses, together with the opportunities available and the areas in need of improvement, the objective is clear: to enable the people and enterprises of Gwynedd to reach their full potential, creating new benefits and opportunities for the future.

3. Who are the main advisory groups (stakeholders)?

Gwynedd Businesses

The people and communities of Gwynedd

Community enterprises

Social enterprises

Gwynedd's educational institutions

STEP 2 - Engagement Data and Impact Assessment

4. Has an attempt been made to comply with the duty to engage in accordance with what is described above and has sufficient information been gathered to proceed?

Yes

Details of engagement. Please note any consultation or engagement you have made or intend to do

Stakeholder	Date	Information
Chief Officer Mantell Gwynedd	21/11/24	<p>Areas to consider in the Strategy: Staff recruitment is challenging for community enterprises. Need to measure the social value of projects and invest in the places that contribute more. Community transportation challenges need to be addressed. Need to promote and protect the environment of Gwynedd and the Welsh language.</p>
Bangor University business department officers	21/11/24	<p>Areas to consider in the Strategy: Need to show the regional context to Gwynedd's economy Start-ups need support to develop Increase the link between the university and the communities of Gwynedd – to use the expertise and resources to increase the skills of the workforce, to conduct research. Comments on draft: Welsh identity and culture are important for growth. Need clarity on which infrastructure is being targeted Include work patterns in Place / People More space to plan</p>
Chief Executive of GISDA	26/11/24	<p>Initial input to the Strategy: The challenge of having short-term funding programs, and the importance of equality need to be addressed. Need to demonstrate that there is collaboration between the different departments in the Council to deliver the Strategy Supportive of keeping more of the benefit local Greater emphasis on the value of the arts</p>
Chief Executive of Eryri National Park	03/12/24	<p>Consultation to gather input for the strategy: There was strong support for the ambition to develop a Strategy. It was noted that there is a need to target actions towards the rural areas of the county. Apprenticeships were highlighted as important to address the skills required for available jobs and to help retain young people in the area</p>

Gwynedd and Anglesey Services Board	03/12/24	<p>Consultation to gather input for the strategy: Ensure that the Strategy aligns with the current Well-being Plan.</p> <p>Address how to retain young people, attract them back to the area, and prioritise the Welsh language within employment.</p> <p>Consider how to ensure that the local community benefits from tourism</p>
Federation of Small Businesses (FSB)	13/12/24	<p>Consultation to gather input for the strategy: The strategy needs to be realistic – ambitious but achievable. The geography of the county needs to be considered – transport needs and digital connectivity.</p> <p>Address how to take advantage of tourism to bring benefits to the local economy. Include support for businesses in the strategy.</p>
Procurement Manager Cyngor Gwynedd	08/01/25	Supportive to the reference to procurement. The Economy Strategy needs to be aligned with the Procurement Strategy.
County advisor NFU	27/05/25	Consultation to gather input for the strategy
Representative of the Gwynedd Community Enterprise Network	29/07/25	Consultation to gather input for the strategy
Ambition North Wales	21/11/25	Comments on the draft: Supportive but have corrected some of the facts on projects in the Delivery Plan
Skills Manager - North Wales Regional Skills Partnership	01/25 & 31/10/25	Consultation to gather initial input for the strategy and then comments on the draft: Very positive about the strategy. Specific work programmes could be referred to by the Skills Partnership.
Senior Language Consultant Cyngor Gwynedd	07/02/25 & 28/10/25	Consultation to gather initial input for the strategy and then comments on the draft: Positive that the Welsh language gets attention in the vision. Eager for the language to have a more prominent place in the priorities, and to have an indicator to measure the impact of the number of Welsh speakers holding professional positions. Reference should also be made to the Council's language strategy.
Welsh Government	21/02/25 & 31/10/25	Consultation to gather initial input for the strategy and then comments on the draft: The document is well structured, but the strategic intent needs to be better strengthened. It could be better shown how objectives will be realized, and which ones are most key. Provide more information about the role of the Gwynedd Economy Forum. Supportive of the monitoring framework.

Gwynedd Sustainable Tourism Partnership Representative	28/07/25	Comments on the draft: Need to focus more on attracting inward investment. Tourism should be referred to in the preface, and is there room to refer to the tourist levy?
Business Wales	31/07/25	Consultation to gather input for the strategy: Need to demonstrate the importance of collaboration with partners, quality and sustainable growth.
Chief Executive Grŵp Llandrillo-Menai	21/08/25	Comments on the draft: Supportive but need to address upskilling young people to meet the demand for new industries. Collaboration between enterprises, organisations and communities is important.
Director of Policy and Delivery - Adra Housing Association	15/09/25	Comments on the draft: The Strategy hits the mark in terms of the main areas. Need for clear indicators linking to the priorities that could be used to measure success Need to address how to encourage private sector investment, and the role of Governments. Strengthen the direction of keeping spending local and procurement.
Scrutiny committee Cyngor Gwynedd	16/10/25	Comments on the draft: It needs to be demonstrated that resources will be targeted towards deprived and rural areas. Need to ensure that departments work together. The hospitality and agriculture sectors should not be coupled – they are very different. Need to review what has been achieved annually
Managing Director Menter Môn	30/10/25	Comments on the draft: Supportive that the important economic role of social enterprises is recognised. It needs to include how to support and encourage social enterprises to grow, and guidance on realising the potential of cultural and heritage assets. There is no reference to trialling new ideas or acknowledging the innovation hubs that exist. The reference to the local supply chain needs to be strengthened.

5. What information is available about the impact on each of the characteristics and topics below?

	Relevant Evidence, Information and Data	Potential Positive and/or Negative Impact
Race	No evidence	No impact recognised so far
Disability	The percentage of properties with access to gigabyte connectivity (>1,000 Mbps) is	Positive Impacts from the implementation of the Strategy: Improving accessibility to Gwynedd's

	<p>below the Welsh and UK averages, with a higher proportion of properties also having weak connectivity (<15 Mbps). Reach of 4G – and 5G is also lower in Gwynedd.</p> <p>Therefore, there is not as much opportunity for employers to offer hybrid or work-from-home terms.</p> <p>The employment rate for disabled people in Gwynedd is lower as a percentage than in Wales and the United Kingdom.</p>	<p>business buildings</p> <p>Increasing digital inclusion among the people of Gwynedd</p> <p>Increasing digital infrastructure in Gwynedd that will allow more services and businesses to operate online</p> <p>Encourage employers to adopt inclusive recruitment practices, including accessible interviews and flexible jobs</p> <p>Increasing diversity in the workforce</p> <p>Increasing opportunities and jobs for people with diverse needs</p> <p>Reducing the pay gap in the local economy</p> <p>Ensure that Gwynedd's businesses and enterprises adhere to and implement legislation, accessibility standards and the rights of disabled and/or neuro-diverse people</p> <p>The council is part of a disability scheme <i>Hyderus</i> up to level 2, and age-friendly.</p>
Gender	<p>There are more men than women in employment, and women's average weekly wage is lower than men's</p> <p>Labour Market Profile - Nomis - Official Census and Labour Market Statistics</p>	<p>Reduce the gender pay gap by offering more flexible opportunities and reduce the impact of seasonal wages and part-time work.</p> <p>Increase the opportunities for women to return to work after maternity leave.</p>
Age	<p>Population ageing faster than the Welsh and UK average, and high levels of emigration among young people creating a challenge to maintain a skilled and adequate workforce.</p>	<p>Reduce pressure on the labour market by supporting people of retirement age to continue working or volunteering if they wish.</p> <p>Increase the number of people over 50 in employment by improving the digital inclusion of the workforce, improving the flexibility of working conditions in Gwynedd, and increasing training and advice for career change or re-entry.</p> <p>A more skilled workforce by ensuring that suitable training is available to young people for the industries/careers/sectors available in Gwynedd, which in turn will increase the number of young people employed in the county.</p> <p>More young people who are not in work are supported on the journey from education to employability.</p>

Religion and belief	No evidence gathered so far	No impact recognised so far
Sexual orientation	No evidence gathered so far	No impact recognised so far
Gender reassignment	No evidence gathered so far	No impact recognised so far
Marriage and Civil Partnership	No evidence gathered so far	No impact recognised so far
Pregnancy and Maternity	<p>More men than women are in employment, and women's average weekly wage is lower than men's</p> <p>Labour Market Profile - Nomis - Official Census and Labour Market Statistics</p>	<p>Increased job security for pregnant women, by reducing the risk of insecure contracts or unstable hours.</p> <p>Increasing the opportunities for women to return to work after maternity leave, by encouraging more flexible and supportive working conditions from initiatives in Gwynedd.</p> <p>Improved access to training and career development after a period of maternity leave.</p> <p>Encourage employers to adopt more inclusive policies that support women after a period of maternity leave – e.g. gradual return, flexible hours, health support, childcare</p>
The Welsh Language	Gwynedd is the Welsh county with the highest percentage of Welsh speakers	<p>Strengthening the visibility and use of Welsh – the language will be part of the customer experience and in the workplace.</p> <p>Access to services and activities by county enterprises will be improved.</p> <p>Ensuring employment opportunities that support the language, this will enable Welsh speakers to stay in their communities or return.</p> <p>A monitoring framework will include the commitment to use the Welsh language by the county's enterprises.</p>
Socio-Economic Considerations	<p>The county's inactivity rate (i.e. the proportion of the population aged 16-64 who are not in work) is higher than the average for North Wales and the UK.</p> <p>The average weekly wage of a full-time worker and gross household spending income</p>	<p>Reducing poverty and deprivation by seeking to raise wages and secure stable jobs, which in turn will increase household incomes.</p> <p>Supporting individuals who are unemployed or inactive to overcome barriers to employment or training.</p> <p>Seek to ensure that no community or group is left behind by promoting inclusive</p>

	<p>have been consistently lower in Gwynedd since 2010 than the Welsh and UK averages. Significantly higher rates of employees in Gwynedd are part-time and seasonal employees compared to Wales and the UK.</p> <p>Low wages and part-time jobs cause high levels of poverty in rural and urban areas, with in-work poverty particularly high in Gwynedd compared to Wales and the UK.</p>	<p>employment to enable people of different backgrounds and ages to work.</p> <p>Strengthening local communities through the regeneration of infrastructure and town centres.</p>
Those who serve or have served in the armed forces, together with their families	No evidence gathered so far	No impact recognised so far
Human Rights	No evidence gathered so far	No impact recognised so far
Other	Not applicable	Not applicable

6. Are there any data or information gaps, and if so, what are they and how will they be addressed?

A comprehensive consultation has been undertaken, and no gaps have been identified

7. When considering other key decisions that affect these groups, is there an incremental impact (cumulative effect)?

There is an increasingly positive impact as the Strategy is a long-term plan.

8. What does the proposal include to demonstrate that you have given due regard to the Public Sector Equality Duty (to promote equality of opportunity; help eliminate unlawful discrimination, harassment or victimisation; and foster good relations and wider community cohesion), as encompassed by the three aims of the General Duty in the Equality Act 2010?

The strategy seeks to promote equality and prevent discrimination through several concrete approaches – it emphasises that no person, area or community is to be left behind, and aims to ensure that employment opportunities, training and support for entrepreneurship are available to all, regardless of their socio-economic background, age or location.

There will be support to overcome barriers for people who are unemployed or inactive due to additional challenges.

There will be plans to prevent young people from being NEET (not in employment, education or training). The strategy seeks to ensure inclusive forms of employment by promoting flexible working patterns and alternative arrangements to enable people from different backgrounds, including parents, carers and people with disabilities, to work.

Volunteering opportunities to strengthen skills and community cohesion will be supported – this will encourage people within a community to come together through different activities. This will foster good relationships within communities and wider cohesion on community and social plans.

9. How does the proposal demonstrate that due regard has been given to the need to address inequality arising from socio-economic disadvantage? (Note that this relates to closing inequality gaps rather than simply improving outcomes for everyone.)

The county's enterprises will be encouraged to pay the Real Living Wage to reduce poverty for those in work.

There will be equitable access for all to skills and training including under-represented groups.

Short, medium and long-term indicators will be monitored to assess progress towards an inclusive economy, for example:

- number of people being supported to overcome barriers
- the number of businesses committing to fair pay
- number of individuals from underrepresented groups taking advantage of opportunities.

10. How does the proposal demonstrate compliance with the requirements of the Welsh Language Standards (Welsh Language (Wales) Measure 2011), to ensure that the Welsh language is not treated less favourably than English, and to secure opportunities for people to use the Welsh language? Furthermore, how will the proposal be delivered in line with the Council's language policy and strategy to take every opportunity to promote the Welsh language (beyond providing bilingual services) and to increase opportunities to use and learn the language within the community?

The current Language Policy of Cyngor Gwynedd is based on the principle that Welsh is the Council's natural language and that Welsh is the main administrative and public language, with all services, meetings, correspondence and signage being bilingual but with priority given to Welsh. It ensures that the public and staff receive a full service in Welsh, that Welsh language skills are essential for all posts, and that organisations receiving support from the Council are also expected to promote the Welsh language.

One of the main priorities of the Strategy is to 'Promote Gwynedd as a great place to live, work and venture, celebrating our unique identity and the Welsh language.' Priority will be given to strengthening the use of the language in the workplace and among customers, ensuring that Welsh is visible and naturally used within enterprises in the county.

The Strategy recognises that economic factors influence language transmission, especially in households facing poverty. By creating quality jobs and fair wages, it seeks to reduce the economic pressures that contribute to the loss of the language.

Ensuring employment opportunities for Welsh speakers is a key focus of the Strategy, aiming to retain young people locally by creating attractive jobs and reducing emigration – one of the main causes of the decline in the number of Welsh speakers. It also promotes opportunities for local people to progress into managerial and professional roles.

The Strategy emphasises the importance of Gwynedd's cultural scene as part of the economy, supporting events and activities that promote the language and local identity.

11. How does this proposal meet the requirements of the Well-being of Future Generations Act by implementing the five ways of working, and respond to the seven national well-being goals, including creating a More Equal Wales?

Five Ways of Working in Practice

Involvement:

Feedback from Gwynedd residents through the *Ardal Ni* consultation and two surveys of Gwynedd businesses was used to understand the needs of people, communities and enterprises. Meetings were held with key partners to ensure a diversity of perspectives and expertise.

Long-term:

The Strategy sets a clear direction for the future despite funding uncertainty. It addresses long-term economic gaps such as low productivity, an ageing population, poor digital connectivity and low wages.

Prevention:

The Strategy proactively responds to prevent a series of socio-economic problems from worsening by raising productivity levels, strengthening connectivity, creating a more diverse industrial base, increasing skills, and keeping more of the benefits locally. Expected outcomes include more stable jobs, higher wages, reduced poverty, a green economy and a thriving Welsh language.

Integration:

The Strategy aligns with the Council's existing plans and local regeneration frameworks. It also complements tourism and procurement plans to retain benefits within the local area.

Collaboration:

The Strategy has been developed with input from partners in the public sector, private bodies and community enterprises. Local action plans will be co-developed with partners throughout the Strategy period (2025–2035).

Responding to the Seven Well-being Goals

1. A Prosperous Wales:

The Strategy's vision is for an economy that places emphasis on the socio-economic well-being of the population, rather than traditional macro-economic indicators.

2. A Resilient Wales:

Gwynedd has exceptional natural assets that make it one of the best places to live and work. Protecting and enhancing the environment is therefore central to the Strategy – with action intended to reduce waste, encourage circular and green business practices, promote and take advantage of new opportunities in the green economy, and advocate for improvements to local grid capacity to make renewable and low-carbon energy developments more viable in Gwynedd.

3. A Healthier Wales:

People living in poverty, with insecure work or low wages are often more likely to experience poorer physical and mental health. The Strategy works to improve wages and working conditions, which will ultimately help improve the health of the people of Gwynedd. The Strategy also recognises that enjoying one's work is important for mental health, therefore ensuring that people access jobs that provide satisfaction is a key consideration.

4. A More Equal Wales:

A core priority of the Strategy is supporting the people of Gwynedd to reach their full potential by accessing quality work, fair wages and local opportunities. Practical steps to achieve this include:

- Supporting people who are unemployed, inactive or facing barriers to work.
- Helping people already in work to move into better jobs with fairer pay and conditions.
- Promoting the Real Living Wage.
- Promoting inclusive employment to make work more accessible.
- Promoting secure employment opportunities for the people of Gwynedd.
- Supporting older people to continue working or volunteering if they wish.

The Strategy also seeks to prevent young people from leaving Gwynedd for work-related reasons, by creating local opportunities and demonstrating that it is possible to build a successful future here.

5. A Wales of Cohesive Communities:

Connectivity is a fundamental part of the Strategy because broadband coverage is weaker than average in Gwynedd, particularly in rural areas. Action will therefore be taken to improve digital connectivity, ensuring that more people and businesses have access to fast and reliable broadband.

6. A Wales of Vibrant Culture and Thriving Welsh Language:

The Welsh language is central to the Strategy. It recognises that economic factors can influence the viability of the language in Welsh-speaking communities such as Gwynedd. The Strategy therefore works to prevent or reverse language shift and to increase the use and visibility of Welsh among customers and in the workplace.

Any business or enterprise receiving support from the Council will be required to demonstrate progress in its use of the Welsh language, and a new monitoring system has been created to verify

this.

The Strategy also recognises the importance of Gwynedd's culture, particularly in contributing to energy, identity and a rich social life locally, and a specific priority area addresses this.

7. A Globally Responsible Wales:

The Strategy looks beyond Gwynedd, recognising that many people from Wales living abroad are keen to support their home communities. This presents an opportunity to bring their experience, expertise and talent back to Gwynedd, and this group is being specifically targeted.

In addition, the Strategy supports the global movement towards a net-zero economy, responding to the climate emergency.

STEP 3 - Procurement and Partnerships

12. Will this policy or practice be undertaken as a whole or in part by contractors or in partnership with other organisation(s)?

Yes

What action will be taken to comply with the General Equality Duty, Human Rights and Welsh language legislation and the Socio-Economic Duty in relation to procurement and/or partnerships?

Procurement:

The Strategy promotes the duty by the Council and their partners to support local suppliers in the procurement of services and the appointment of contractors.

Any tender documents and specifications will follow Cyngor Gwynedd's procurement policies and comply with any relevant rules and legislation.

Partnerships:

The Strategy promotes the duty by the Council and their partners to support local suppliers in the procurement of services and the appointment of contractors.

Any tender documents and specifications will follow Cyngor Gwynedd's procurement policies and comply with any relevant rules and legislation.

STEP 4 - Dealing with Negative or Unlawful Impact and Strengthening the Policy or Practice

13. When considering proportionality, does the policy or practice cause a significant positive or negative impact, or create unequal outcomes?

Significant Positive Impact:

1. More secure jobs and fair wages – the Strategy will help create quality jobs, reduce job insecurity, and promote the Real Living Wage.

2. Reducing poverty and socio-economic disadvantage – by improving household incomes and offering local employment opportunities, there will be less in-work poverty and deprivation.
3. Retaining young people and talent locally – employment and training opportunities will reduce the emigration of young people and attract talent back to the county.
4. Improved skills and access to training – training programmes and skills initiatives will ensure a skilled workforce for emerging industries.
5. Strengthening the Welsh language and Gwynedd’s culture – businesses will increase their use of Welsh, and support for the cultural scene will promote local identity.
6. Improved digital connectivity and infrastructure – investment in broadband and transport will in turn create more accessible and diverse employment opportunities.
7. A green and sustainable economy – the Strategy supports a net-zero economy, creating opportunities in green technologies and protecting the environment.

Significant Negative Impact:

1. Funding uncertainty – delivering the Strategy depends on funding from the Welsh Government, the UK Government and partners. If funding is not available, some projects may be unable to proceed. As the Strategy is long-term, it is hoped that any available funding can be channelled into delivering the projects that will bring the greatest benefits to the people of Gwynedd.
2. Implementation risks – major projects can take a long time to complete, which may lead to delays before results are seen. This could in turn cause frustration among businesses and communities.
3. Unequal impact – resources will need to be targeted carefully to avoid some areas or groups benefiting more than others, which could increase inequality within the county. The Delivery Plan will consider the geographical spread of projects to ensure that all areas benefit and to reduce geographical inequality.

14. Any intentional negative impact should be explained and why it is believed that there is justification for such action (for example, on the basis of improving equal opportunity, or fostering good relationships between those who share a protected characteristic and those who do not, or because of objective justification or affirmative action).

Not applicable

15. Will any of the negative impacts identified count as unlawful but unavoidable discrimination (e.g. funding reduction)?

No

Please note the reason for saying so and the justification for continuing

Not applicable

16. What other measures or changes could be included in order to strengthen or change the policy/practice to demonstrate that due attention has been given to the promotion of equal opportunities; helping to eradicate unlawful discrimination, harassment or persecution and

foster good relationships and wider community cohesion; as addressed in the General Duty of the Equality Act 2010?

As consideration has already been made, no additional measures have been identified at this time.

17. What other measures or changes could be included to strengthen or change the policy/practice to demonstrate that due attention has been given to the need to reduce disproportionate outcomes as a result of socio-economic disadvantage?

As consideration has already been made, no additional measures have been identified at this time.

18. What other measures or changes could be included in order to strengthen or change the policy/practice to demonstrate that due regard has been given to the need to increase opportunities for people to use the Welsh language and not to treat the Welsh language less favourably than English in accordance with the Welsh Language (Wales) Measure 2011 and to reduce or prevent any adverse effects that the policy/practice may have on the Welsh language?

As consideration has already been made, no additional measures have been identified at this time.

19. Whether there is enough information to form a balanced opinion and move forward?

Yes

STEP 5 – Decision to Proceed

20. Given the information gathered in Steps 1-4, is it possible to proceed with the policy or practice or not, and if so, on what basis?

Proceed with the policy in its current form

STEP 6 - Actions and Arrangements for Monitoring Results and Reviewing Data

The IEA process is an ongoing one and does not end when the policy/practice and the IAE have been agreed and implemented. There is a specific legal duty to monitor the impact of the policies/practices on equality on an ongoing basis to identify whether the outcomes have changed since you introduced or modified this new policy or practice. If you do not have the relevant data, you should be taking action to correct this in your action plan.

21. What actions identified in Steps 1-5 or any additional data collection work will assist in monitoring the policy/practice when implemented:

Action	Dates	Timeline	Lead Responsible	Add to Service Plan
Present to Cabinet	10/03/2026	once	Sioned Williams	Yes
Present to Full Council	14/05/2026	once	Sioned Williams	Yes

22. What arrangements to monitor and review the ongoing impact of this policy or practice will be implemented, including timeline for when it should be formally reviewed:

Monitoring and Reviewing Arrangements (including where the results will be recorded)	Timeline and Frequency	Lead Responsible	Add to Service Plan
Strategy Delivery Plan	Annually	Economy Department Officers	No