



monmouthshire
sir fynwy

Integrated Impact Assessment Template

(incorporating Equalities, Socio-economic Duty, Future Generations, Welsh Language Measures, Corporate Parenting)

<p>Name of the Officer Peter Davies, Deputy Chief Executive & Statutory Director for Resources</p> <p>Phone no: 07398 954828 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>To approve a three-year, SRS partnership-wide investment in Artificial Intelligence (AI) and data capability to establish secure and governed AI and data foundations; improve resident and customer access to services; support staff by reducing administrative burden; and deliver measurable improvements in service quality and demand management.</p> <p>This will be delivered through a phased and controlled approach, with strong governance and safeguards to ensure lawful, ethical and transparent use of data, with human accountability retained for all decision making.</p>
<p>Name of Service area</p> <p>Resources directorate</p>	<p>Date: 5th May 2026</p>

- 1. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Age <i>Consider the impact on our community in relation to age, e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents. Including services provided to older and younger people.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p> <p>.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>Some older residents may have lower digital confidence or access, creating a risk of digital exclusion if alternative access routes are not maintained.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review</p> <p>Retain telephone and face-to-face routes; assisted digital support via customer services, libraries and hubs. Apply simple, accessible design standards.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Disability <i>Consider the impact and what issues there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this; producing information in alternative formats, employment issues etc.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents. Including services provided to disabled people.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>There is a risk that not all accessibility needs are met digitally.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Accessibility-by-design approach; testing against WCAG standards; user testing with people with lived experience of disability; and ongoing monitoring of accessibility compliance, supported by human oversight of AI outputs.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Gender reassignment <i>Consider the provision of inclusive services for transgender people and groups. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Marriage or civil partnership <i>Same-sex couples registered as civil partners have the same rights as married couples and must be provided with the same benefits, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. Consider the impact of your proposal on these rights.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Protected Characteristics</u></p>	<p>Describe any positive impacts your proposal has on the protected characteristic</p>	<p>Describe any negative impacts your proposal has on the protected characteristic</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>Pregnancy or maternity <i>A woman is protected from discrimination during her pregnancy, maternity leave and 26 weeks from the day she gives birth. Including the provision of services, goods and facilities and recreational or training facilities. Consider the impact of your proposal on these protections.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Protected Characteristics</u></p>	<p>Describe any positive impacts your proposal has on the protected characteristic</p>	<p>Describe any negative impacts your proposal has on the protected characteristic</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>Race <i>What will the proposal do to promote race equality with the aim of eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between different racial groups. Think about the potential to affect racial groups differently. Possible issues include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy & Traveler, migrant communities and recording of racist incidents etc.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>There is a recognised risk that AI models may reflect or amplify existing bias within underlying data or algorithms, which could disproportionately affect people from minority ethnic backgrounds.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Use of a governed AI platform; bias testing and monitoring; transparency of outputs where appropriate; and mandatory human review and escalation routes before decisions are acted upon.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Religion or Belief <i>Consider the impact e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Sex <i>Consider what issues there are for men and women. Will this impact disproportionately on one group more than another e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Sexual Orientation <i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbia, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

2. The Socio-economic Duty

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions.

Socio-economic disadvantage can be defined as living in less favorable social and economic circumstances than others in society. It also includes social justice, which is about reducing inequalities by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential.

Consider how the proposal could affect the following vulnerable groups:

Armed Forces Community (including veterans)

Single parents

Vulnerable families

Single adult households

Carers

Students

People living in the most deprived areas

Pensioners

Homeless People

People misusing substances

People who have experienced the asylum system

People involved in the criminal justice system

<u>Socio-economic Duty</u>	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering from socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage?
<p><i>Think of what evidence you have about socio-economic disadvantage and inequalities of outcome in relation to this proposal. Will it impact disproportionately on certain groups? Can the proposals be improved to reduce inequalities of outcome?</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>For example the digital Front Door aims to improve access for deprived communities and vulnerable households. The Single View of the Child project will use data to generate insight to enable earlier identification of need and more targeted interventions.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff. This will help increase workforce productivity, freeing up our colleagues to focus on tasks requiring a more empathetic and human-centred approach.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these</p> <p>People experiencing socio-economic disadvantage may be digitally excluded and initially benefit less from digital improvements, if alternative access routes are not maintained.</p> <p>These proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Retention of assisted and face-to-face access; targeted support for digitally excluded groups; and ongoing monitoring of service usage, access and outcomes through programme governance.</p> <p>To upskill our own staff with the skills and capabilities they need to succeed and thrive in the workplace of the future</p>

3. Policy making and the Welsh language

What are the effects that the proposals would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English? How could positive effects be increased, or negative effects be mitigated? Explain how you believe the proposals could be improved so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

<p>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</p>	<p>Describe the positive impacts of this proposal</p>	<p>Describe the negative impacts of this proposal</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</p>
<p>Policy Making: <i>Consider what impact this policy decision will have on the Welsh Language. This includes opportunities for people to use the language, opportunities to promote the language and treating the language no less favourably than the English language. Include any data and evidence e.g. WESP, Census Data, Cymraeg 2050, Welsh Language Strategy.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to promote and use the Welsh language are enhanced.</p>	<p>No impact identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p>
<p>Operational: Recruitment & Training of workforce <i>Carefully consider whether vacant posts require Welsh language skills as a desirable or essential skill. This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also, when assessing the need for Welsh language skills keep in mind the existing Welsh language skills within the workforce. In service areas where there is a current lack of Welsh language skills, posts should be advertised as Welsh language essential. Additionally, consider where further training may be needed to increase the number of staff who can speak Welsh and to enhance the skills of current Welsh speakers.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use Welsh are enhanced.</p> <p>AI tools can be used to support Welsh language use and skills development.</p>	<p>These proposals will affect the council's workforce, including colleagues delivering services through the Welsh language, and how some tasks are undertaken. They may, over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>To upskill our own staff including in roles delivering services through the Welsh language with the skills and capabilities they need to succeed and thrive in the workplace of the future.</p>

<p>Service Delivery: Use of Welsh language in service delivery</p> <p><i>When advertising our services you must promote the fact that people can deal with the council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use the Welsh language are enhanced.</p> <p>The tools will improve the ability to deliver services in Welsh consistently across channels (web, chat, correspondence).</p>	<p>No impact identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p> <p>Governance oversight to ensure compliance with Welsh Language Standards and consistent user experience.</p>
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4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

<p><u>Well Being Goals</u></p>	<p>Describe the positive impacts the proposal has on the wellbeing goal.</p>	<p>Describe the negative impacts the proposal has on the wellbeing goal.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>A prosperous Wales <i>An innovative, productive and low carbon society which recognises global limits and uses resources efficiently (including acting on climate change); a skilled and well-educated population in an economy which generates wealth and provides jobs.</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and work practice for staff and delivery of the Council's well-being objectives.</p>	<p>The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of</p>	<p>Stage-gated investment to ensure value for money. To implement clear governance arrangements, and ongoing human oversight and review.</p> <p>To upskill our own staff with the skills and capabilities they need to succeed</p>


<p><u>Well Being Goals</u></p>	<p>Describe the positive impacts the proposal has on the wellbeing goal.</p>	<p>Describe the negative impacts the proposal has on the wellbeing goal.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
		<p>professional expertise or to bypass normal workforce processes</p>	<p>and thrive in the workplace of the future</p>
<p>A resilient Wales <i>Maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</i></p>	<p>The programmes have the potential to contribute positively to the Council’s well-being and environmental objectives. They have the potential to reduce duplication of systems and infrastructure across organisations, support the more efficient and sustainable use of resources and targeting of interventions to deliver the Council’s objectives.</p>	<p>The increased use of AI and data analytics has an environmental cost. AI systems rely on large-scale cloud computing infrastructure, including data centres, which require significant amounts of energy and, in some cases, water for cooling.</p> <p>The proposals will not introduce any new infrastructure, it will build on existing, consolidated platform that already exist. Notwithstanding an increased use of AI and data will draw on more compute power from its cloud environment.</p> <p>The supplier also has some environmental mitigation measure commitments.</p> <p>Increased digital infrastructure energy use.</p>	<p>The use of cloud efficiency and shared platforms reduce duplication.</p> <p>To develop an AI policy that will provide clear guidance on appropriate and efficient use of AI.</p>


<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales <i>People's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p>	<p>The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>
<p>A Wales of cohesive communities <i>Communities are attractive, viable, safe and well connected</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p>	<p>None identified at this stage</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>
<p>A globally responsible Wales <i>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives</p>	<p>None identified at this stage.</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Well Being Goals</u></p>	<p>Describe the positive impacts the proposal has on the wellbeing goal.</p>	<p>Describe the negative impacts the proposal has on the wellbeing goal.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>A Wales of vibrant culture and thriving Welsh language <i>Promotes and protects culture, heritage and the Welsh language, and participation in the arts, and sports and recreation</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use the Welsh language are enhanced.</p> <p>Supports bilingual service access and modern promotion of Welsh language use.</p>	<p>None identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p> <p>Governance oversight to ensure compliance with Welsh Language Standards and consistent user experience.</p>
<p>A more equal Wales <i>People can fulfil their potential no matter what their background or circumstances. (This includes the protected characteristics listed in Section 1 above. You can add more detail there. Don't forget to think about the impacts on poverty)</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives. Including, helping reduce inequalities of outcome, particularly for disadvantaged or vulnerable groups.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review</p>



<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?

5. How has your proposal embedded and prioritised the sustainable governance principles in its development?

<u>Sustainable Development Principles</u>	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> <p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (guidance says at least 10 years, but preferably 25)</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council’s well-being objectives. This will inform long term planning in the Council.</p> <p>The investment provides the foundations for longer term AI and data capability.</p>	<p>Stage-gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling. To implement clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Sustainable Development Principles</u></p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p> <p>The investment will be delivered collaboratively across the SRS partnership on a shared platform.</p>	<p>To continue to maintain and review opportunities for partner engagement and collaborative working.</p>

<p><u>Sustainable Development Principles</u></p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
<div data-bbox="107 596 282 775" data-label="Image"> </div> <p data-bbox="120 788 259 813">Involvement</p> <p data-bbox="309 587 609 692">Involving those with an interest and seeking their views</p> <p data-bbox="309 727 609 826"><i>Who are the stakeholders who will be affected by your proposal? Have they been involved? Do those people reflect the diversity of the area which is served?</i></p>	<p data-bbox="636 261 1303 376">The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p> <p data-bbox="636 418 1326 577">There are established governance arrangements across the SRS and partner organisations have been involved throughout. Service leads have been involved in discovery and prioritization.</p> <p data-bbox="636 619 1272 778">The proposal will affect how some services are delivered. Understanding service user needs and involvement and engagement in any changes in services delivery will be integral.</p> <p data-bbox="636 820 1321 1114">The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes.</p>	<p data-bbox="1355 261 2074 363">To undertake wider engagement with staff and service users during phased implementation and individual use case design.</p>

<p><u>Sustainable Development Principles</u></p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives. Including developing data insight and AI processes to inform the delivery and development of preventive services to manage demand and reduce inequalities.</p>	<p>To identify use cases that support the Council's objectives to deliver preventive services.</p> <p>Stage-gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><i>Focus here on how you will better integrate the Wellbeing Goals impacts on people, economy and environment described above and balance any competing impacts. Think about impacts the proposal may have on other organisations</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives</p> <p>The investment will be delivered collaboratively across the SRS partnership on a shared platform</p>	<p>Stage gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling</p>

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting, Care Leavers, Care Experienced People and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p><u>Safeguarding</u> <i>Safeguarding in this context applies to children (not yet reached 18th birthday) and adult at risk (identified as a person over the age of 18 and who (a) is experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.) Safeguarding is about ensuring that everything is in place to promote the well-being of children and adults at risk, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i></p>	<p>The proposals are intended to support earlier intervention, more joined-up services, more effective safeguarding, better use of professional time, improved access to services, and better targeting of resources. The Single View of Child is intended to improve the ability of professionals to identify concerns earlier and coordinate support more effectively, supporting professional judgement and decision-making.</p>	<p>There are also potential negative impacts and risks if implementation is not well governed. AI and predictive analytics can create concerns about bias, fairness, transparency, privacy, digital exclusion and workforce anxiety.</p> <p>There are risks if data used is incomplete, not accurate or misinterpreted.</p> <p>There is also a risk that AI and predictive analytics outputs could be over-relied upon, misinterpreted, or used without sufficient professional judgement in safeguarding contexts.</p>	<p>AI and data insight outputs will be advisory only. Safeguarding decisions will remain the responsibility of qualified professionals.</p> <p>Clear protocols, training and governance arrangements will ensure data insight and AI supports—not replaces—professional judgement, with audit and oversight mechanisms in place.</p> <p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Corporate Parenting, Care Leavers and Care Experienced People</u></p> <p><i>This relates to those children who are 'looked after' by the Local Authority either through voluntary arrangements with their parents or through a Court Order. The Council has a corporate duty to consider 'children who are looked after especially and to promote their welfare (in a way, as though those children were their own). It also relates to care experienced people (people who have spent time in care when they were under 18 years old). The Council must consider how to help overcome the disadvantages and discrimination they experience.</i></p>	<p>The proposals aim to improve access to joined-up information (including through the Single View of Child) support earlier identification of need, improved coordination of support, and more timely interventions for looked-after children, care leavers and care experienced people.</p>	<p>There are risks if data is incomplete, not accurate or misinterpreted. .</p> <p>There is also a risk that AI and predictive analytics outputs could be over-relied upon, misinterpreted, or used without sufficient professional judgement for looked-after children, care leavers and care experienced people.</p>	<p>Mitigated through professional oversight, data quality controls, safeguarding governance arrangements and clear accountability for decision-making.</p>
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7. What evidence and data has informed the development of your proposal?

This will include your baseline position, measures and studies that have informed your thinking and the recommendation you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation have had a positive or negative effect. Key strategies and documents that may help you include: Community and Corporate Plan, Asset Management Strategy, Digital and Data Strategy, Medium Term Financial Strategy, People Strategy, Socially Responsible Procurement Strategy: [Enabling Strategies](#) See Guidance for more examples.

- SRS AI Foundation Executive Summary and business case
- SRS Data Modernisation Executive Summary and business case
- MCC Digital and Data strategy
- Wider enabling strategies – notably financial strategy and people strategy
- Serious Case Review findings, and evidence from UK local authorities implementing AI and Single View approaches have informed the development of this proposal.

8. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee Report Template

Overall, the proposal delivers significant positive impacts through improved service access, better use of data, increased workforce capacity and stronger prevention.

These proposals will affect the council's workforce and how some tasks are undertaken. They will also affect how some services are delivered to residents. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes. There will be wider engagement with staff and service users during phased implementation and individual use case design.

The principal risks relate to digital exclusion, bias in AI systems, and the use of data in sensitive decision-making contexts. These risks have directly informed the design of the programme, which adopts a phased, controlled approach with strong governance, human oversight and explicit safeguards to maintain public trust and accountability.

9. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do?	When are you going to do it?	Who is responsible?
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Embed equality, Welsh language and safeguarding requirements into AI and Data governance	Programme initiation	SRS Automation team; MCC Digital and information governance teams
Monitor equality, Welsh language and socio-economic impacts impacts through stage gates	Ongoing	SRS Governance Boards MCC Digital & Data Steering Group
Review digital inclusion outcomes and adjust mitigations	Annual	SRS and MCC Digital teams

10. VERSION CONTROL: The Integrated Impact Assessment should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>	Date considered	Brief description of any amendments made following consideration
V0.1	Initial draft	5 th May 2026	
V0.2	Updated draft following feedback and consultation	28 th May 2026	