# Fairness and Equalities Impact Assessment (FEIA)

This is an integrated Impact Assessment which aims to ensure Newport City Council makes decisions which are fair, take account of relevant evidence, and seek to secure the best outcomes for our communities. <u>An FEIA should be used to inform the first steps of decision-making, at concept stage, not when a</u> <u>decision is already made, or at the point when it cannot be influenced</u>. This impact assessment considers our legislative responsibilities under:

- The Equality Act (2010), including the Socio-economic Duty
- The Wellbeing of Future Generations (Wales) Act (2015)
- The Welsh Language (Wales) Measure (2011)

The FEIA process is not intended to prevent decisions being made, but to ensure we have considered their potential impact. An FEIA also helps us to focus on how we can reduce any negative impacts and provides us with evidence that we have met our legal duties.

For support to complete your FEIA, please contact the Connected Communities Team

## What do we mean by Fairness?

The Newport Fairness Commission is an independent body which advises the council on the best use of resources and powers to achieve the fairest outcomes for local people. The Fairness Commission has established four **Principles of Fairness** which should be considered as part of any decisions that the council make – the questions below are useful to reflect on before you start your FEIA.

Equity	Are people being treated in a consistent way, whilst acknowledging their differences (for example, need, barriers to accessing services)?							
	Will the gap between those with more, and those with less be reduced?							
	Have the interests of different groups affected (including minority or disadvantaged communities) been taken into account?							
Priority	Have the needs of the most disadvantaged and vulnerable across the city been given priority?							
	Have you considered possible indirect consequences for minority/disadvantaged communities when other priorities are directing decisions?							
Inclusion	Will the voices of all those affected by your decision be heard?							
	Are people able to participate in and shape a service, as well as receiving it?							
	Have you considered the impact of your decision on the relationship between communities, and the spaces they share?							

Communication	Are decisions being made transparently and consistently?
	How will decisions be communicated to people who are affected in a clear way, with the opportunity for feedback?

# Part 1: Identification

Name of person completing the FEIA	Maddy Cameron/Donald Mutale
Role of person completing the FEIA	Equalities Officers
Date of completion	09/02/2022
Head of Service who has approved this FEIA	

### **1.** What is being assessed? (Please double click on the relevant box(es) (X) and select 'checked' as appropriate)

- New or revised policies, practices or procedures (which modify service delivery or employment practices)
- Service review or re-organisation proposals which affect the community and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- Decisions affecting service users, employees or the wider community including (de)commissioning or revising services
- New project proposals affecting staff, communities or access to the built environment
- Public events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Service Boards
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
  - Major procurement and commissioning decisions

Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

Other *please explain in the box below:* 

#### 2. Please describe the overall aims, objectives and intended outcomes of your decision

It should be noted that the information included within this assessment relates to the draft budget reported to Cabinet in January. These are subject to change at the February Cabinet meeting where Cabinet will be asked to agree their final budget proposals and recommend the associated council tax level required for agreement at Full Council in their meeting on 1<sup>st</sup> March 2022.

For 2022/23 specifically, the Council plans to invest around £9.5m in the draft budget over and above an allowance for pay and pricing inflation. Unlike previous years this budget does not include savings. Instead, it proposes several investments in services intended to maintain and develop services for vulnerable groups, provide for future generations, and support city services.

Several key contextual areas and events have influenced the investments that are being proposed. The key contextual areas which have shaped the thinking and the preparation of the draft proposals include:

- the economic challenge, in the context of major cost and demand pressures and the extent to which the pandemic has done lasting damage to the economy.
- the Council Corporate Plan and the investment required to finalise the implementation of the corporate plan's promises.
- the demand-led pressures that continue to present a challenge within in year monitoring including, in particular: specific challenges within Children services and undelivered budget savings, and
- the draft settlement from WG confirming the need for the Council to make provision to meet the additional costs of introducing the Real Living Wage for care workers as set out by the Deputy Minister for Social Services, the full-year impact of the teachers 2021/22 pay deal and the ongoing impact of the pandemic on services which authorities will need to manage

The key priority areas identified are children's services, adult services, early intervention and prevention services, homelessness support, city services, schools and education. A complete list of the proposed budget investments and more details on activities can be found in <u>Appendix 1</u>

3. Who are the main stakeholders who may be impacted by your decision and what data do you hold on them? Consider communities of place (people who live in the same geographic area) and communities of interest (people who share particular characteristics but may live in different geographic areas). Stakeholders may include residents, local businesses, community groups, staff or partners.

The proposed budget investments will impact all usual residents in Newport, particularly:

- Looked After Children and Care Leavers
- Children, young people and staff provided support by Children & Family Services
- People provided support by Adult & Community Services
- Staff within Children & Family Services
- Staff within Adult & Community Services
- Wider partners who are impacted by the work undertaken by Children & Family Services or Adult & Community Services
- Children & Families who access early intervention and prevention services
- Local businesses
- Community groups/people meeting in Newport city
- Neighbouring local authorities involved in partnerships
- Pupils in all schools with the local authority
- External partners

Information about the population of Newport can be found here

https://www.newport.gov.uk/documents/One-Newport/Profiles/Community-Wellbeing-Profile-2019-Newport-Population.pdf

# Part 2: Engagement

When completing this section, you need to consider whether you have sufficient information about the views and experiences of people who your decision will impact upon. If you don't, you may need to undertake a period of engagement/consultation before continuing. An FEIA is a live document, so can be updated with consultation findings, and amended as needed during the decision-making process.

The council has a duty to consult and engage with people who may experience inequalities as a result of your decision. This includes people who share **Protected Characteristics** (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and people who have lived experience of socio-economic disadvantage. The council's Youth Promise also requires us to ensure all young people in Newport are listened to and included in decisions affecting them.

The council also has a duty to ensure that any consultation is available bilingually (in Welsh as well as English), and you may like to consider any other community languages that are spoken by people who may be impacted by your decision. Below are some questions that should be included in any public consultation relating to a decision which may impact on the use of Welsh language in Newport:

- 1. Do you believe that the proposed decision/policy will have a positive or negative effect on opportunities to use the Welsh language?
- 2. If you think it will have a negative effect, what steps could we take to lessen or remove this and improve positive effects?
- 3. Do you believe that the proposed decision/policy will treat the Welsh language less favourably than the English language?

## 1. How have you engaged with people who may be affected by your decision (the stakeholders you have identified)?

During the development of the draft budget, a public engagement exercise was completed to establish residents' views on the prioritisation of council services over the medium term. There were almost 1000 responses received, and the results indicated that respondents particularly valued services that include schools and education, children's services, city services, adult services, and homelessness support. The proposed investments are consistent with these findings.

Further public engagement was undertaken via a SNAP survey following Newport City Council Cabinet's agreement of budget proposals as a basis for consultation. The survey and opportunity to contribute to the consultation was advertised across various social media platforms (in both Welsh and English) and was promoted on the landing page of the council website for ease of access. The main aim of this consultation was to capture the views and

opinions of Newport residents on the draft budget and medium-term financial plan, particularly on the proposed investments and increase to Council Tax. Cabinet will consider feedback at the end of the consultation period and agree on final budget proposals (*see Table 2*).

Table 2: Budget consultation 2022/23 Timetable

Cabinet agrees budget proposals as a basis for consultation	14 January 2022
Consultation Period	14 January 2022
	to 11 February
	2022
Cabinet considers feedback from consultation and agrees final budget	18 February 2022
proposals and recommends resulting overall budget and council tax	
required to full Council	
Council approves the 2022/23 overall budget and resulting council tax	1 March 2022
level required	

## 2. What do you know about the views or experiences of people who may be affected by your decision?

#### Consultation findings

Key findings from the **SNAP** survey indicated that:

- 9% of respondents strongly agreed with the proposed budget investments
- 33% of respondents agreed with the proposed budget investments
- 30% of respondents disagreed with the proposed budget investments
- 19% of respondents strongly disagreed with the proposed budget investments
- 8% of respondents were unsure if they agreed or disagreed with the proposed budget investments

Key areas that survey respondents felt should be prioritised for investment included schools and education, waste management, homelessness and regeneration/upkeep of the city. A separate consultation summary which sets out feedback in more detail is available separately to this impact assessment.

#### **Demographics**

- 59% of respondents were female, 35% were male, 1% were non-binary 5% preferred not to disclose their gender.
- The majority (36%) of respondents were aged between 45 54 years of age; this age group together with the 35 44 category (31%) account for 67% of all respondents (see Table 3).
- The majority (84%) of respondents came from White: English, Welsh, Scottish, Northern Irish or British backgrounds (see Table 4).
- 8% of respondents identified as disabled, with 7% preferring not to provide information
- 11% of respondents stated they were Welsh speakers.
- The majority (62%) of respondents had children of school age and 16% had children of pre-school age.
- 6% of respondents identified as LGBTQ+, 81% identified as straight/heterosexual and 13% preferred not to say

#### Table 3 Respondents by Age

Age Group	Number of respondents	Share %
Under 18	0	0
18-24 years old	1	1
25-34 years old	13	15
35-44 years old	26	31
45-54 years old	30	36
55-64 years old	5	6
65-74 years old	3	4
75 years or older	2	2
Prefer not to say	4	5

Source: Newport City Council, 2022. Newport's Budget Challenge 2022 – 23 Consultation

#### Table 4: Ethnicity of Respondents

Ethnic Group	Number	Share %
White: Wel/Eng/ Sco /NI/British	68	84
White: Irish	0	0
Gypsy or Irish Traveller	0	0

Other White	0	0
White & Black Caribbean	1	1
White & Asian	1	1
White & African	0	0
Other mixed	0	0
Indian	1	1
Bangladeshi	0	0
Pakistani	0	0
Other Asian	0	0
Black African	1	1
Black Caribbean	0	0
Other Black	0	0
Arab	0	0
Chinese	0	0
Other ethnic group	0	0
Prefer not to say	9	11
Source: Newport City Council, 2022. Newport's Bu	dget Challenge 202	2 – 23 Consultation

## Part 3: Assessment

This section requires you to assess the potential impact of your decision on a range of groups who may experience specific disadvantages. Your assessment should be supported by evidence – either from your own engagement/consultation, similar or previous engagement, what you already know about the people who access your service, or from local and national sources of information.

Useful documents which set out information about how communities are impacted by inequalities include <u>EHRC – Is Wales Fairer?</u> and the council's <u>COVID-19</u> <u>Community Impact Assessment</u>. Your decision may have both positive and negative impacts – if this is the case, please place a cross in both boxes.

## 1. Impact on people that share Protected Characteristics

<u>Protected Characteristics</u> are defined under the Equality Act 2010, and describe groups of people who are protected from discrimination, either in the workplace, or through the provision of goods and services. The council must consider how decisions may impact on people differently because of a protected characteristic, and how any negative impact could be reduced. National guidance on assessing equality impacts and the Public Sector Equality Duty can be found <u>here</u>. You can also access further advice and examples of positive and negative impacts <u>here</u>.

	Impact:				
Protected characteristic	Positive	Negative	Neither	<ul> <li>Provide further details about the nature of the impact in the sections below, considering the Public Sector</li> <li>Equality Duty that the council has to: <ol> <li>Promote equal opportunity across different groups</li> <li>Promote community cohesion</li> <li>Help eliminate unlawful discrimination/ harassment/ victimisation</li> </ol> </li> </ul>	
		1	1		
Age				The proposed budget investments prioritise children's services, adult services, early intervention and prevention services, schools and education. Key items/investments that will positively impact people of different ages, and particularly children include: <ul> <li>£1,355k for increasing demand in social care for both children and adult services</li> <li>£883k free school meals uptake funding</li> <li>£2,998k investments in school budgets</li> </ul>	

	Impa	act:		
Protected characteristic	Positive	Negative	Neither	<ul> <li>Provide further details about the nature of the impact in the sections below, considering the Public Sector</li> <li>Equality Duty that the council has to: <ol> <li>Promote equal opportunity across different groups</li> <li>Promote community cohesion</li> <li>Help eliminate unlawful discrimination/ harassment/ victimisation</li> </ol> </li> </ul>
				<ul> <li>£172k in social care safeguarding hub and £108k in education services to add resources in the Council early intervention and prevention services</li> <li>More details on proposed investments can be found in can be found in <u>Appendix 1</u></li> </ul>
Disability				The activities outlined in the proposed budget investments include an investment of £50k in the Gwent Integrated Community Equipment Service (GWICES). This will cover equipment costs resulting from an 85% increase of urgent referrals and an 18-month backlog of non-urgent referrals. This will positively impact disabled people of all ages who need equipment to maintain or support their health and independence.
Gender Reassignment				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
Marriage or civil partnership				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
Pregnancy or maternity				While there is no direct additional financial support for pregnant people or those who have given birth, the services available through the budget proposals may positively impact people who share this protected characteristic. For example, early intervention, social care, safeguarding, adult and children's services.

	Impa	ict:		
Protected characteristic	Positive	Negative	Neither	<ul> <li>Provide further details about the nature of the impact in the sections below, considering the Public Sector</li> <li>Equality Duty that the council has to: <ol> <li>Promote equal opportunity across different groups</li> <li>Promote community cohesion</li> <li>Help eliminate unlawful discrimination/ harassment/ victimisation</li> </ol> </li> </ul>
Race				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
	1	1	1	
Religion or Belief or non- belief				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
Sex				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
Sexual Orientation				There is no evidence to suggest that the proposed Budget Investments will positively or negatively impact people who share this protected characteristic.
	1	1	<u>I</u>	

## 2. Impact on Welsh Language

The Welsh Language (Wales) Measure specifies that for all policy decisions, the council must consider the effects (both positive and negative) on the Welsh language. For further guidance on Welsh language considerations see <u>here</u>.

	Impact:		-	
	Positive	Negative	Neither	
Welsh Language			$\boxtimes$	There is no evidence to suggest that the proposed budget investments will positively or negatively impact the Welsh Language or compliance to Welsh Language Standards
	1			

# 1. Please describe how you have ensured your engagement has considered the view of Welsh speakers in Newport and the impact of your decision on the Welsh language.

All consultation supporting documents, information and the survey were available equally in Welsh, either through our website, social media or upon request of paper/alternative formats. The consultation was advertised bilingually, and participants were given the option to read and complete the SNAP survey in either Welsh or English. Welsh speakers made up 11% of those participating in the consultation survey.

## 3. The Sustainable Development Principle

The Well-being of Future Generations Act puts in place a sustainable development principle which helps organisations consider the impact they could have on people living in Wales in the future, and ensure they are focused on tackling long-term challenges. Below, consider how your decision promotes, advances, or contradicts the <u>5 ways of working</u> which underpin the sustainable development principle. You can access further guidance on considering the sustainable development principle here.

Long term	616	The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	The medium-term approach that is in place for financial planning within the Council is intended to bridge the gap between longer-term strategic aspirations and sustainable development concerns with the more immediate pressures of setting a balanced budget each year.
Prevention	(III)	Putting resources into preventing problems occurring or getting worse	The medium-term approach that is in place for financial planning within the Council is intended to bridge the gap between longer-term strategic aspirations and sustainable development concerns with the more immediate pressures of setting a balanced budget each year.
Integration	TT.	Considering how the public body's well- being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	<ul> <li>The budget and medium term financial plan has the overall aim of balancing resource allocation across services to support the range of strategic priorities and the delivery of the Council's change programme whilst ensuring financial sustainability. The proposed new budget investments support a number of Wales' wellbeing goals:</li> <li>A resilient Wales</li> <li>A healthier Wales</li> <li>A more equal Wales</li> <li>A Wales of more cohesive communities</li> <li>The new budget investments also support a number of the council's Wellbeing Objectives in a similar manner:</li> <li>To build cohesive and sustainable communities</li> <li>To enable people to be healthy, independent and resilient</li> </ul>

		• To improve skills, educational outcomes and employment opportunities
Collaboration	Working together to deliver objectives.	Whilst the budget and medium-term financial plan is a Council owned document it recognises that services are increasingly delivered in a collaborative public sector landscape with a greater emphasis on regional working e.g., through Corporate Joint Committees, Gwent-wide and South East Wales based partnerships.
Involvement	Involving those with an interest and seeking their view - ensuring that those people reflect the diversity of the area.	<ul> <li>The budget is informed by insight gained from public engagement work, including previous budget consultations. Pre-budget public engagement on the relative prioritisation of Council services has informed the proposed budget investments. Newport Fairness Commission along with other stakeholders will be engaged as part of the consultation.</li> <li>For individual projects further consultation and FEIAs will be completed where appropriate.</li> </ul>

## 4. Socio-economic Duty

The <u>Socio-economic Duty</u> is set out in the Equality Act 2010, and requires the council, when making strategic decisions, to pay due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage. Inequalities of outcome are felt most acutely in areas such as health, education, work, living standards, justice and personal security, and participation.

A 'strategic decision' is defined by Welsh Government as a decision which affects how the council fulfils its statutory purpose over a significant period of time and does not include routine 'day to day' decisions. Strategic decisions include:

- Corporate plans
- Setting wellbeing, equality and other strategic objectives
- Changes to, or development of public services
- Strategic financial planning
- Strategic policy development

If you do not think your decision meets this definition, and you do not plan on carrying out a Socio-economic Duty Assessment in this section, please provide your rationale below. Any decision which is presented to a Cabinet Member, at Cabinet or Council will be viewed as a strategic decision.

N/A

If your decision does meet the definition, please consider the impact of your decision on the socio-economically disadvantaged groups, and areas of inequality that may arise from socio-economic disadvantage contained in the matrix below. The groups listed are not exhaustive and you should consider any additional groups relevant to your decision who may experience socio-economic disadvantage in the following ways:

- Low Income/Income Poverty cannot afford to maintain regular payments such as bills, food, clothing, transport etc.
- Low and/or no Wealth 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
- Material Deprivation unable to access basic goods and services i.e., financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)
- Area Deprivation where you live (rural areas), where you work (accessibility of public transport)
- Socio-economic Background for example, parents' education, employment and income

Indicate a positive or negative impact, or both where they apply, and the severity of this impact by coding the sections of the grid based on the below. *If there is no/neutral impact, please leave blank.* 

Negative Impact		Positive Impact		
N1	Negative impact – mild	P1	Positive impact – mild	
N2	Negative impact – moderate	P2	Positive impact – moderate	
N3	Negative impact – significant	P3	Positive impact – significant	
N4	Potential for negative impact (but unsure)	P4	Potential for positive impact (but unsure)	

#### Areas of inequality that may arise from socio-economic disadvantage – definitions

**Education: The** capability to be knowledgeable, to understand and reason, and to have the skills and opportunity to participate in the labour market and in society **Work:** The capability to work in just and favourable conditions, to have the value of your work recognised, even if unpaid, to not be prevented from working and to be free from slavery, forced labour and other forms of exploitation Living Standards: The capability to enjoy a comfortable standard of living, in appropriate housing, with independence and security, and to be cared for and supported when necessary.

Justice, Personal Security and Community Safety: The capability to avoid premature mortality, live in security, and knowing you will be protected and treated fairly by the law

**Health:** The capability to be healthy, physically and mentally, being free in matters of sexual relationships and reproduction, and having autonomy over care and treatment and being cared for in the final stages of your life

Participation: The capability to participate in decision making and in communities, access services, know your privacy will be respected, and express yourself

Groups	Areas of inequality						
	Living Standards	Work	Health	Education	Justice and community safety	Participation	Physical Environment
Children living in poverty	P2		P2	P2		P1	P1
Low-income households without dependent children	P1	P2	P1	P1		P1	
Unemployed young people							
Long term unemployed							
Homeless households	P3		P1	P1	P1	P1	P1
Refugees, migrants and asylum seekers	P4	P4	P1	P1	P1	P1	
Deprived neighbourhoods - WIMD rank in 10% most deprived LSOA	P2			P2	P2	P2	
People on Universal Credit / income related benefits							
Adults with no qualifications or low qualifications							
People living in low quality housing or in Houses of Multiple Occupation	P1			P1	P1		

## 1. What evidence do you have about socioeconomic disadvantage and inequalities of outcome in relation to this decision?

The proposed Budget Investments are anticipated to reduce inequalities of outcome for several groups that are likely to experience socio-economic disadvantage against the areas of living standards, work, health, education, justice and community safety, participation and physical environment.

The proposed budget investments will reduce potential inequalities of outcome in living standards by providing £733k provision to support the Welsh Government directive to ensure no rough sleepers in Newport. Investment in homelessness prevention will ensure those at risk of becoming homeless and homeless households will have continued access to appropriate housing and homelessness prevention services if necessary. Evidence suggests that this may also reduce potential inequalities of outcome in this area for other groups such as asylum seekers, refugees, migrants, children living in poverty and people living in low quality housing or deprived neighbourhoods

The proposed new budget investments will reduce potential inequalities of outcome in education by investing £180k in education services to add resources to the Council's early intervention and preventions services and £883k in free school meals uptake funding. Evidence shows that effective early intervention can substantially reduce the impact of poverty on children's development and reduce the learning gaps associated with low family income. Investment in the Council's early intervention and prevention service will allow additional resources to provide a proactive approach to assessing and supporting vulnerable pupils, such as those experiencing socio-economic disadvantage. Furthermore, Child Poverty Action Group (CPAG) research finds that universal provision of free school meals removes the stigma and results in higher take-up among pupils who may experience socio-economic disadvantage. The proposed budget investment in this area will support children's learning, health and relieve financial pressure on parents.

The proposed new budget investments will reduce potential inequalities of outcome in work by investment to ensure all care staff will be paid the Foundation (Real) Living Wage from April 2022 (£2,810k) and to cover the impact of the increase in National Insurance rates experienced by social care providers (£433k). Research has found that the real living wage is vital component in the fight against in-work poverty and ensure employees experiencing socio-economic disadvantage have access to a wage that meets the cost of living. Investment in this area will positively impact care workers from all backgrounds by increasing pay, improving conditions and challenging in-work poverty.

The proposed new budget investments will reduce potential inequalities of outcome in other areas such as health, participation, justice and community safety and physical environment. This is mainly due to the positive impact and improvements made in other areas such as living standards, education and work.

The proposed budget investments are aligned with Newport's wellbeing objectives, to build cohesive and sustainable communities, to enable people to be healthy, independent and resilient and to improve skills, education and employment opportunities. The new budget investments contribute to the Wellbeing Goals of a more equal Wales, a healthier Wales, a resilient Wales and a Wales of cohesive communities.

# 2. Please describe how you have ensured your engagement has considered the views of people living in Newport who are affected by socio-economic disadvantage.

Public engagement and consultation were undertaken via a SNAP survey, promoted and sent through the Council's networks. This captured the views and opinions of a wide range of people, including people living in Newport who are likely to be affected by socio-economic disadvantage. Cabinet will consider feedback at the end of the consultation period and agree on final budget proposals.

## 3. Does this decision contribute to a cumulative impact?

This decision does not contribute to a negative cumulative impact as all outcomes will be positive.

# **Part 3: Actions and Outcomes**

Considering any negative impacts that you have identified, indicate below how you will reduce these, increase the potential for positive impacts, and how you will monitor those impacts. Further guidance on how to complete your action plan can be found <u>here</u>.

IMPACT ON PEOPLE THAT SHARE	PROTECTED CHARACTERISTICS		
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner
IMPACT ON WELSH LANGUAGE			
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner

SOCIO-ECONOMIC IMPACT	S		
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner
SUSTAINABLE DEVELOPME	NT PRINCIPLE		
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner