

## Cabinet

---

Meeting Venue  
**Council Chamber - County Hall,  
Llandrindod Wells, Powys**

---

Meeting date  
**Tuesday, 7 February 2017**

---

Meeting time  
**1.00 pm**

---

For further information please contact  
**Stephen Boyd**  
01597 826374  
steve.boyd@powys.gov.uk



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

1<sup>st</sup> February 2017

### AGENDA

<b>1.</b>	<b>APOLOGIES</b>	<b>C14- 2017</b>
-----------	------------------	------------------

To receive apologies for absence.

<b>2.</b>	<b>MINUTES</b>	<b>C15- 2017</b>
-----------	----------------	------------------

To authorise the Chair to sign the minutes of the last meeting held as a correct record.

(Pages 7 - 12)

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	<b>C16- 2017</b>
-----------	---------------------------------	------------------

To receive any declarations of interest from Members relating to items to be considered on the agenda.

<b>4.</b>	<b>FINANCIAL OVERVIEW AND FORECAST AS AT 31ST DECEMBER 2016</b>	<b>C17- 2017</b>
-----------	---	------------------

To consider a report by County Councillor Wynne Jones, Portfolio Holder for Finance.

(Pages 13 - 32)

<b>5.</b>	<b>MINIMUM REVENUE PROVISION ANNUAL STATEMENT 2017/18</b>	<b>C18- 2017</b>
-----------	---	------------------

To consider a report by County Councillor Wynne Jones, Portfolio Holder for Finance.

(Pages 33 - 42)

<b>6.</b>	<b>BUDGET FOR 2017-18, MEDIUM TERM FINANCIAL STRATEGY 2017-2020 AND CAPITAL PROGRAMME FOR 2017-2021</b>	<b>C19- 2017</b>
-----------	---	------------------

To consider a report by County Councillor Wynne Jones, Portfolio Holder for Finance.

(Pages 43 - 672)

**6.1. Finance Scrutiny Panel Report on Budget**

To consider the report of the Finance Scrutiny Panel on the budget.

(Pages 673 - 676)

<b>7.</b>	<b>HOUSING REVENUE ACCOUNT RENT SETTING POLICY</b>	<b>C20- 2017</b>
-----------	--	------------------

To consider a report by County Councillor Rosemarie Harris, Portfolio Holder for Property, Buildings and Housing.

(Pages 677 - 698)

<b>8.</b>	<b>HOUSING REVENUE ACCOUNT RENT AND RELATED CHARGES INCREASE FOR 2017/18</b>	<b>C21- 2017</b>
-----------	--	------------------

To consider a report by County Councillor Rosemarie Harris, Portfolio Holder for Property, Buildings and Housing.

(Pages 699 - 706)

<b>9.</b>	<b>OUTCOME OF CONSULTATION ON PROPOSED REVISIONS TO THE AUTHORITY'S FAIR FUNDING FORMULA FOR SCHOOLS AND SCHEME FOR FINANCING SCHOOLS</b>	<b>C22- 2017</b>
-----------	---	------------------

To consider a report by County Councillor Arwel Jones, Portfolio Holder for Education and County Councillor Wynne Jones, Portfolio Holder for Finance.

(Pages 707 - 790)

**9.1. Education Scrutiny Group observations on proposed revisions to the Fair Funding Formula.**

To consider the observations of the Education Scrutiny Group on proposed revisions to the Fair Funding Formula.

(Pages 791 - 792)

<b>10.</b>	<b>EDUCATION STANDARDS REPORT FOR THE ACADEMIC YEAR 2015-16</b>	<b>C23- 2017</b>
------------	---	------------------

To consider a report by County Councillor Arwel Jones, Portfolio Holder for Education.

(Pages 793 - 826)

**10.1. Education Scrutiny Working Group comments on Education Standards**

To consider the comments of the Education Scrutiny Working Group.

(Pages 827 - 828)

<b>11.</b>	<b>SCHOOL IMPROVEMENT</b>	<b>C24- 2017</b>
------------	---------------------------	------------------

To consider a report by County Councillor Arwel Jones, Portfolio Holder for Education.

(Pages 829 - 832)

<b>12.</b>	<b>HOUSEHOLD WASTE RECYCLING CENTRE REVIEW - FUTURE OPTIONS FOLLOWING CONSULTATION</b>	<b>C25- 2017</b>
------------	--	------------------

To consider a report by County Councillor John Powell, Portfolio Holder for Environment and Sustainability.

(Pages 833 - 884)

<b>13.</b>	<b>LIVING WAGE RATE INCREASE</b>	<b>C26- 2017</b>
------------	----------------------------------	------------------

To consider a report by County Councillor Wynne Jones, Portfolio Holder for Finance.

(Pages 885 - 892)

<b>14.</b>	<b>LLANFYLLIN HIGH SCHOOL INVESTIGATION REPORT</b>	<b>C27- 2017</b>
------------	--	------------------

To consider a report by County Councillor Arwel Jones, Portfolio Holder for Education.

(Pages 893 - 904)

<b>15.</b>	<b>STRATEGIC OVERVIEW BOARD</b>	<b>C28- 2017</b>
------------	---------------------------------	------------------

To consider a report by County Councillor Wynne Jones, Portfolio Holder for Finance and Performance.

(Pages 905 - 914)

<b>16.</b>	<b>CORRESPONDENCE</b>	<b>C29- 2017</b>
------------	-----------------------	------------------

**16.1. Closure of HSBC branch in Knighton**

To receive a letter from HSBC giving notice of their intention to close the HSBC branch in Knighton on 19 May 2017.

(Pages 915 - 916)

**16.2. To receive such other correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.**

<b>17.</b>	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>	<b>C30- 2017</b>
------------	---	------------------

To note the delegated decisions taken since the last meeting.

(Pages 917 - 918)

<b>18.</b>	<b>FORWARD WORK PROGRAMME</b>	<b>C31- 2017</b>
------------	-------------------------------	------------------

To consider the Cabinet forward work programme.

(Pages 919 - 924)

<b>19.</b>	<b>EXEMPT ITEMS</b>	<b>C32- 2017</b>
------------	---------------------	------------------

The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following items. His view on the public interest test (having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

These factors in his view outweigh the public interest in disclosing this information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

20.	<b>LEARNING DISABILITY DAY SERVICES NORTH POWYS</b>	<b>C33- 2017</b>
-----	---	------------------

To consider a report by County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care.

(Pages 925 - 1010)

20.1. **Adult Social Care Scrutiny Working Group comments on Learning Disability Services**

To consider the comments of the Adult Social Care Scrutiny Working Group.

(Pages 1011 - 1012)

This page is intentionally left blank

# C15- 2017

## MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 17 JANUARY 2017

### PRESENT

County Councillor W B Thomas (Chair)

County Councillors R G Brown, J H Brunt, M R Harris, S M Hayes, E A Jones,  
W J T Powell and A G Thomas

In attendance: County Councillors KW Curry, AW Davies, SC Davies, CJ Gibson-  
Watt, DR Jones and MC Mackenzie

<b>1.</b>	<b>APOLOGIES</b>	<b>C1- 2017</b>
-----------	------------------	-----------------

Apologies for absence were received from County Councillor WT Jones and from County Councillor JG Morris, Chair of the Audit Committee.

<b>2.</b>	<b>MINUTES</b>	<b>C2- 2017</b>
-----------	----------------	-----------------

Subject to the inclusion of text confirming that an impact assessment had been carried out for the report on car parking traffic order and had been looked in detail, the Leader was authorised to sign the minutes of the meeting held on 20<sup>th</sup> December 2016, adjourned and reconvened on 10<sup>th</sup> January 2017 as a correct record.

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	<b>C3- 2017</b>
-----------	---------------------------------	-----------------

There were no declarations of interest reported.

<b>4.</b>	<b>APPROVAL OF THE GYPSY TRAVELLER ACCOMMODATION ASSESSMENT 2016</b>	<b>C7- 2017</b>
-----------	--	-----------------

The Leader advised that he was changing the running order of the agenda to take the two items from the Housing service first as the Portfolio Holder had to leave to attend another meeting.

Cabinet received the results of the Gypsy and Traveller Accommodation Assessment. The assessment had identified a need for a new five pitch site in Machynlleth, the provision of two additional pitches on the Leighton Arches site in Welshpool and the development of three un-serviced pitches on the Kings Meadow site in Brecon. Welsh Government funding had been secured for the Brecon site but the Council would have to apply for funding for the other schemes. Cabinet was advised that Welsh Government would only offer a grant if the Council owned the land and planning permission had been granted. Work was continuing to identify a site in Machynlleth. Cabinet noted that the capital programme allocation for this scheme was £2.280m in 2017/18 based on a £1.5m Welsh Government (WG) grant but there was a risk about whether WG would continue to fund sites at the level. There was no capital allocation for any development in Welshpool in 2018/19 and once the costs had been determined these would be put forward in a capital pressures list for 2018/19. Additional

revenue costs of prudential borrowing for future years would have to be included in the Financial Resources Model for consideration at budget setting.

<b>RESOLVED:</b>	<b>Reason for Decision:</b>
<p><b>That Cabinet grants approval:</b></p> <ol style="list-style-type: none"> <li>1. to the Gypsy Traveller Accommodation Assessment (GTAA) 2016 and agrees to meet the needs as identified;</li> <li>2. that the programme of works identified by the Gypsy Traveller Project Board is continued and that the Project Board aim to address all the identified needs by March 2019;</li> <li>3. that the proposed allocation of capital funds to meet the identified need is approved and confirmed;</li> <li>4. that the additional revenue cost of prudential borrowing for future years is included in the Financial Resources Model for consideration at budget setting.</li> </ol>	<ol style="list-style-type: none"> <li>1. To enable Powys County Council to comply with the provisions of Part 3 sections 103 and 104 of the Housing (Wales) Act 2014.</li> <li>2. That the local authority exercises its powers in accordance with section 56 of the Mobile Homes (Wales) Act 2013 and the accommodation needs of Gypsy and Travellers as identified in the GTAA are addressed.</li> <li>3. To enable the delivery of accommodation needed in accordance with the GTAA in Machynlleth and Welshpool ensuring that the Council can access Welsh Assembly Government grant.</li> <li>4. To ensure that the LDP process is not affected and that land is allocated in accordance with the needs identified.</li> </ol>

<b>5.</b>	<b>HOME GROWN HOMES PROJECT AND THE ADOPTION OF A WOOD ENCOURAGEMENT POLICY</b>	<b>C8- 2017</b>
-----------	---	-----------------

Cabinet received details of a Wood Encouragement Policy aimed at promoting the use of locally grown timber in the construction of residential accommodation. The promotion of local and home grown timber, locally processed timber products and the local manufacture of timber framed homes in Powys would contribute to the aim of the Home Grown Homes project by helping to maximise the impact of housing expenditure on the economy of Powys.

It was confirmed that the project would advocate the growth of both hardwoods and softwoods on land not suitable for food production. The Portfolio Holder for Environment and Sustainability advised that the County Farms Estate had identified some parcels of land that would be suitable.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<p>To approve the Wood Encouragement Policy attached to the report as Appendix 1.</p>	<p>To demonstrate the council's:</p> <ul style="list-style-type: none"> <li>• support for the Home Grown Homes project,</li> <li>• leadership in the promotion of local and home grown timber as a</li> </ul>



	<p><b>sustainable building product,</b></p> <ul style="list-style-type: none"> <li>• <b>recognition of the value of the forestry and timber industry to the economy of Powys.</b></li> </ul>
--	--

County Councillor Harris left the meeting.

<b>6.</b>	<b>POWYS LOCAL DEVELOPMENT PLAN: UPDATED CONSULTATION REPORT FOLLOWING THE FURTHER FOCUSED CHANGES STAGE</b>	<b>C6- 2017</b>
-----------	--	-----------------

Cabinet received representations and comments, organised by ‘issue’, on the Powys LDP’s Further Focussed Changes (FFCs). 741 representations had been received from 593 representors, with the majority related to the proposed FFC79 and the proposed inclusion of Local Search Areas for wind and solar energy. The appendix to the report set out proposed Council response to the representations received. The draft responses had been considered and agreed by the LDP Working Group at its meeting on 9<sup>th</sup> January. The Portfolio Holder for Regeneration and Planning placed on record his thanks to the officers dealing with the LDP.

Cabinet was reminded that the inclusion of Local Search Areas was in response to Welsh Government and Ministerial advice to incorporate spatial representation of renewable energy policy in the LDP. These areas were informed by a high level desk-top exercise which did not consider site specific development. Any proposals would be subject to the normal development control process. The Professional Lead – Planning Policy recommended that additional work should be carried out on the Renewable Energy Assessment including grid connections and associated infrastructure which would further refine and may reduce the Local Search Areas. Members expressed frustration that the intervention of Welsh Government had put the Council in this position, but noted that without the inclusion of Local Search Areas the Welsh Government would be unlikely to support the LDP through the examination process. That would put the Council in the position of not having a development plan in place and the consequent risk of unmanaged development.

In response to criticism that full Council was not being allowed to have an input, Members were reminded that Council had delegated authority to the Cabinet to agree the Council’s response. It was also pointed out that the LDP Working Group had representation from each of the three Shire Committees and that it had been open to any Member to attend the Cabinet and make representations. It was confirmed that the LDP would come back to full Council for approval.

In response to concerns about the 0% target contribution for affordable housing in the south-west of the county, the Professional Lead – Planning Policy explained that the Viability Assessment update had concluded that it would not be realistic to introduce an affordable housing contribution on housing developments in that area. In response to concerns that there had not been enough consideration to hydropower schemes, it was explained that the low impact sites had already been developed, leaving only high impact sites.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
1. To approve the updated LDP Consultation Report January 2017 for submission.	1. To accommodate the LDP's Further Focussed Changes stage.
2. That in 2017/18 an additional £90,000 is made available from the General Fund Reserve to meet additional costs. This will be drawn down with the agreement of relevant Portfolio Holders. If used this will be repaid as part of the overall 2018/19 budget process.	2. To ensure a potential spending commitment has access to funds and that any use is repaid in the subsequent year.

### **Statement by the Portfolio Holder for Highways**

The Portfolio Holder for Highways made a statement about the flooding that had occurred in Llanrhaeadr-ym-Mochnant on 13<sup>th</sup> January after a United Utilities water pipe had burst causing damage to properties and roads. He advised that Emergency Planning and Highways staff had attended to help. The local member, County Councillor Aled Davies, asked that his thanks be passed on to the staff who attended. He advised that a public meeting had been arranged for 19 January when assurances would be sought from United Utilities that they would be investing in their infrastructure to prevent a repetition. The Leader asked the Portfolio Holder for Highways to pass on the thanks of Members to the staff who had attended.

<b>7.</b>	<b>WELSHPOOL TOWN PRIMARY EDUCATION</b>	<b>C7- 2017</b>
-----------	---	-----------------

Cabinet had visited the schools on 10<sup>th</sup> January. Cabinet was advised that one objection had been received to the proposals for primary education in Welshpool. The issues raised were addressed in the report. Members welcomed the proposals, particularly the establishment of a new Welsh-medium school in the town.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<p>To approve the proposals in respect of primary education in Welshpool town:</p> <p>From 31 August 2017:</p> <p>i) To discontinue the following four schools:</p> <ul style="list-style-type: none"> <li>• Ardwyn Nursery and Infants School</li> <li>• Gungrog Nursery and Infants Church-in-Wales</li> </ul>	To provide a sustainable model of English-medium and Welsh-medium primary education in Welshpool town.

<p style="text-align: center;"><b>(Voluntary                      Controlled) School</b></p> <ul style="list-style-type: none"> <li>• Oldford Nursery and Infants School</li> <li>• Ysgol Maesydre</li> </ul> <p><b>From 1 September 2017:</b></p> <p>i) To establish a new English-medium Church-in-Wales (voluntary controlled) primary school that will operate initially on the current sites of Ysgol Maesydre, Gungrog and Oldford Schools, until it transfers in 2018/19 to a new school building that will be built on land at Welshpool High School;</p> <p>ii) To establish a new Welsh-medium community primary school that will operate initially from the current site of Ardwyn School, until it transfers in 2018/19 to a new school building that will be built on the current site of Ysgol Maesydre.</p>	
--	--

<b>8.</b>	<b>SCHOOL IMPROVEMENT</b>	<b>C8- 2017</b>
-----------	---------------------------	-----------------

This item was deferred to the next meeting on 7<sup>th</sup> February.

<b>9.</b>	<b>UPDATE FROM THE ANTI-POVERTY WORKING GROUP</b>	<b>C9- 2017</b>
-----------	---	-----------------

County Councillor Joy Jones, the Council's Anti-Poverty Champion, gave an update on the work of the Anti-Poverty Group. She welcomed the input of Business Continuity & Risk Management Officer and the Anti-Poverty Corporate Project Support Assistant who had provided great support to the group. She reported that the roll out of universal credit was causing great concern and was contributing to an increased use of foodbanks. Councillor Jones also reported that she had successfully lobbied to have an 01 number introduced for the Council's out of hours telephone number which was cheaper for mobile users than an 0845 number. She asked that the Communications Team publicise this as a good news story for the Council.

The Anti-Poverty Corporate Project Support Assistant gave a presentation on some of the findings he had made since his appointment. He reported that after housing costs, 21.47% of children in Powys were considered to be in poverty against the Welsh average of 27.33%. There was a wide variation between electoral divisions ranging from 1.67% in Yscir to 39.88% in Newtown East which

was a greater number of children (as a percentage) in poverty than in Birmingham City Council (37.47%). Cabinet noted that the roll out of the cashless system had greatly increased the take up of free school meals and that the system would be introduced in the Welsh medium high schools in February and March.

The Anti-Poverty Champion closed the presentation by inviting Members to a Tackling Poverty workshop on 17<sup>th</sup> February. The presentation would be sent to Members.

<b>10.</b>	<b>JOINT PARTNERSHIP BOARD MINUTES</b>	<b>C10- 2017</b>
------------	--	------------------

Cabinet received the minutes of the meetings of the Joint Partnership Board held on 7<sup>th</sup> November and 5<sup>th</sup> December 2016.

<b>11.</b>	<b>CORRESPONDENCE</b>	<b>C11- 2017</b>
------------	-----------------------	------------------

There were no items of correspondence reported.

<b>12.</b>	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>	<b>C12- 2017</b>
------------	---	------------------

Cabinet received details of the delegated decisions taken by Portfolio Holders since the last meeting.

<b>13.</b>	<b>FORWARD WORK PROGRAMME</b>	<b>C13- 2017</b>
------------	-------------------------------	------------------

The Portfolio Holder for Adult Social Care advised that the Health and Care Strategy would be reported to Cabinet either in March or after the local government elections. The forward work programme was virtually unpopulated after March and Portfolio Holders were asked to get their Heads of Service to update it.

**County Councillor W B Thomas (Chair)**

# C17- 2017

**CYNGOR SIR POWYS COUNTY COUNCIL.  
CABINET EXECUTIVE  
7<sup>th</sup> February 2017**

**REPORT AUTHOR:** County Councillor Wynne Jones  
Portfolio Holder for Finance

**SUBJECT:** Financial Overview and Forecast as at 31<sup>st</sup> December 2016

---

**REPORT FOR:** Decision / Discussion / Information

---

## 1. Summary

1.1 This report provides an update on the Revenue and Capital spend against Budget for the year to date as at 31<sup>st</sup> December 2016, and provides an early indication of the 2016/17 financial forecast. It is important to note that savings will be committed when they have been delivered, and we maintain this approach to ensure a prudent position.

## 2. Revenue

2.1 The projected forecast for the revenue budget is to overspend by £4,850k against the approved budget, an improvement of £784k on the position reported at the end of November. The position excludes the Housing Revenue Account (HRA) and Schools Delegated Budgets. This projection is provided after considering all known factors. This includes undelivered savings for both the current financial year and previous financial year.

2.2 A summary by Directorate is provided below.

Summary Forecast by Directorate	Original Budget	Total Working budget	Approved Contribution to / (Use) of Reserves	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend
	£'000	£'000	£'000	£'000	£'000	%
People	71,546	72,908	4	78,164	(5,256)	-7.21%
Place	38,792	39,985	(4,328)	40,178	(193)	-0.48%
Schools	29,029	22,968	(1,235)	23,406	(438)	-1.91%
Resources	6,456	7,449	(1,125)	7,310	139	1.87%
Central Activities	21,317	17,569	1,670	16,671	898	5.11%
<b>Total</b>	<b>167,140</b>	<b>160,879</b>	<b>(5,014)</b>	<b>165,729</b>	<b>(4,850)</b>	<b>-3.01%</b>

2.3 In December, Cabinet agreed the Budget Recovery Report and an action plan has been compiled, with owners or each delivery target, to ensure the recommendations are monitored for progress and delivered.

## 3. Capital

3.1 Actual capita budget and committed expenditure is £30.146m which represents 52.8% of the full year revised budget, it includes approved and required virements.

#### 4. Efficiency savings

4.1 The revised revenue saving target is £12,139k and made up of in year and previous year's targets, summarised below, thus far £8,799, 72% has been delivered:

- 2016/17      £9,554k
- 2015/16      £2,534k
- 2014/15      £51k

#### 5 Reserves

5.1 The revenue reserves held at the beginning of the year totalled £42m, with £10.285m held in the General Reserve. The forecast use of reserves to support the revenue budget during the year is £7.484m. Unless the agreed budget savings are delivered a further draw on the general reserve will be required, this is currently projected at £4.597m.

#### 6. Revenue Forecast

### Forecast Outturn and Undelivered Savings by Service at 31<sup>st</sup> December 2016

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Unachieved Savings as at 31st December 2016	Of which Unachieved savings 15/16 bfwd	Service Under/(Over) spend excl. unachieved savings
		£'000	£'000	£'000	£'000	£'000
<b>People</b>						
Adult & Commissioning	55,799	60,646	(4,847)	(829)	(579)	(4,018)
Children Services	16,247	16,674	(427)	(105)	(105)	(322)
Housing General Fund	862	844	18	0	0	18
<b>Place</b>						
Leisure & Recreation	11,914	11,717	197	0	0	197
Regeneration, Property & Commissioning	7,389	7,123	266	(164)	(14)	430
Highways, Transport & Recycling	20,682	21,338	(656)	(953)	(408)	297
<b>Schools</b>						
Schools Service	<b>22,968</b>	23,406	(438)	(276)	(158)	(162)
<b>Resources</b>						
Professional Services	1,249	1,214	35	(98)	(78)	133
Information Services	188	252	(64)	(176)	(68)	112
Business Services	1,823	1,763	60	(148)	(117)	208
Chief Executive	4,189	4,081	108	(101)	0	209
<b>Service Area Totals</b>	<b>143,310</b>	<b>149,058</b>	<b>(5,748)</b>	<b>(2,850)</b>	<b>(1,527)</b>	<b>(2,898)</b>
Central Activities	<b>17,569</b>	16,671	898	(300)	(250)	1,198
<b>Total</b>	<b>160,879</b>	<b>165,729</b>	<b>(4,850)</b>	<b>(3,150)</b>	<b>(1,777)</b>	<b>(1,700)</b>
Housing Revenue Account (HRA)	0	-73	73	0	0	73
Schools Delegated	76,240	76,319	-79	(190)	0	111
<b>Total including HRA</b>	<b>237,119</b>	<b>241,975</b>	<b>(4,856)</b>	<b>(3,340)</b>	<b>(1,777)</b>	<b>(1,516)</b>

- 6.1 The table above provides a forecast by service, showing forecast spend against approved working budget. The 'working budget' includes budgeted transfers to or from reserves.
- 6.2 There is a performance indicator that focuses on the revenue outturn, with a target to be within 0.5% of net budget. The forecast outturn for the year excluding Delegated Schools and the HRA is a net overspend of £4.850m or 3% of the working budget.
- 6.3 The table provides further analysis of the service performance, showing that there are unachieved savings of £3.3m and 53% of this relates to undelivered savings from 2015/16.
- 6.4 The service areas are projecting a £2.898m overspend in terms of service performance.

<b>7. <u>People Directorate</u></b>	<b>Net Working Budget:</b>	<b>£ 72,908k</b>
	<b>Net Forecast Expenditure:</b>	<b>£ 78,164k</b>
	<b>Variance (Over)/Under Spend:</b>	<b>£ (5,256)k</b>
	<b>Nov Forecast (Over)/Under Spend</b>	<b>£ (5,574)k</b>
	<b>Change in Forecast</b>	<b>£ 318k</b>

The People directorate have not made any inroads into the 3<sup>rd</sup> Party Savings and £490k has yet to be delivered. The main variances within the People directorate are as follows:-

**Adult Social Care (ASC) Forecast Over Spend** **£ (4,847)k**

- 7.1 The opening budget base for ASC was set without funding a number of pressures, with an expectation that the service manage them, estimated impact is circa £2m, net of the £1m that was funded to mitigate these pressures in part.

**7.2 Older people Forecast Overspend** **£(4,121)k**

- 7.2.1 Home Care – forecast overspend of £3.4m. There is increased demand in both in-house and the independent sector predicting a respective £2.355m and ££430k overspend. This is due to an increase in service user numbers, changes to call duration and the impact of the National Living Wage.
- 7.2.2 Residential Care – forecast overspend of £581k, because of increased demand from 55 service users. There is reduced income from respite care clients due to the change in legislation on charging and a 5% top slice on intermediate care funding. The Bupa contract credit note of £200k agreed as part of the renegotiated contract has now been factored into the forecast.
- 7.2.3 Day Centres – the £664k forecast overspend in this area is mainly due to unachieved efficiency savings targets, there is the need to replan the future shape of the service.
- 7.2.4 Efficiency targets are being delivered through sizing of packages and the recovery of under-utilised Direct Payments.
- 7.2.5 Staff and travel slippage within Reablement provides a mitigating £223k underspend.

**7.3 Learning Disabilities (LD) Forecast Over Spend** **£ (1,015)k**

- 7.3.1 Residential Nursing – is forecast to be overspent by £821k due to 11 new placements being made.
- 7.3.2 The efficiency target for right sizing of packages has achieved a £109k saving, offset partly by underachieved income as a result of the fairer charging policy.

7.3.3 An underspend on staffing across all LD services is mitigating the pressures from a reduction in funding from the Independent Living Fund and the National Living Wage.

**7.4 Mental Health Forecast Overspend Spend £ (130)k**

7.4.1 Residential and Nursing Care –forecast to overspend by £295k, equating to 4 additional placements due to demand.

7.4.2 Staff slippage in the Mental Health Social Worker team and, over-achieved income mitigates the overspend in part.

**7.5 ASC Support Services Forecast Under Spend £419k**

7.5.1 The under spend in this area is due to staff vacancies and the travel and ancillary costs related to these posts.

7.5.2 Direct Payments to service users are forecast to be overspent by £117k due to service user referrals over and above the contract number, these were not predicted when tendered.

**7.6 Childrens Services Forecast Over Spend £(427)k**

7.6.1 There has been a significant increase in overspend in this area of £103k from that reported in November. This is mainly due to three additional out of county placements during the month totaling £229k, offset by one placement costing £33k, currently being paid for by Health, but this is due for review in early 2017.

7.6.2 Looked after Children – this area is predicting an over spend of £670k, due to additional demand and increased complexity of need of high risk cases. The service have been asked to produce a recovery plan to recover the position.

7.6.3 The over spends are partly offset by staff slippage due to recruitment issues and a restructure in October which led to vacant posts being held.

**7.7 Housing General Fund Forecast Under Spend £ 18k**

7.7.1 The forecast underspend in this area is due to savings being achieved through the additional income from Private Sector Housing fire risk assessments.

<b>8. <u>Place Directorate</u></b>	<b>Net Working Budget:</b>	<b>£ 39,985k</b>
	<b>Net Forecast Expenditure:</b>	<b>£ 40,178k</b>
	<b>Variance (Over)/Under Spend:</b>	<b>£ (193)k</b>
	<b>Nov Forecast (Over)/Under Spend</b>	<b>£ (541)k</b>
	<b>Change in Forecast</b>	<b>£ 348k</b>

The overall forecast position for the Place directorate as at the end of December is an overspend of £193k, a significant improvement of £348k on previous month. As part of the service recovery plan, there have been deliberate underspends created through delayed spend, facilitating a £220k saving in both Regeneration, Property and Commissioning and Leisure and Recreation to mitigate budget issues within Highways Transport and Recycling.

**8.1 Regeneration, Property & Commissioning Forecast Under Spend £266k**

The main variances, which contribute to the overall underspend in this area are:

8.1.1 Building Design - £317k overspend is forecast due to an unachievable income target.

8.1.2 Statutory Testing - £110k underspend as a result of the variable nature of the testing over the programme year and a reduction in staff costs.



8.1.2 Building Control and Development Management – underspends of £93k and £215k respectively, due to delivery of additional income.

8.1.3 Property Management and Regeneration – forecast to underspend by £57k and £68k respectively, due to a reduction in staff costs and a reduction in the Community Hall bad debt provision.

## **8.2 Highways, Transport and Recycling Forecast Over Spend £(398)k**

8.2.1 There has been a significant overspend reduction of £190k. This is mainly to do with the charging of under-recovered costs for fleet to enable full cost recovery.

8.2.2 In addition to the above, the forecast outturn overspend is mainly due to savings which are unlikely to be achieved:-

- Logistics Project - £198k relating to the optimisation of waste rounds which will not be achieved until next financial year.
- Brecon market - £20k additional income target will not be achieved this year as we are unable to increase fees due to the condition of the market hall.
- Trade Waste - £120k additional income target is unachievable due to a loss of customers.
- Phase 1 Income target of £50k in relation to charges for bulky waste and waste transfer notes, which requires a cabinet report to take forward.
- Waste Contracts - £150k in respect of waste contracts, the contracts are yet to be completed, once implemented they will be backdated to April 2016.
- Permit charging - £30k will not be achieved this year due to a delay in implementation
- Waste collection - £121k, unachieved saving from 2015/16 expected to be realised through a reduction in fleet costs. It was previously reported that this would be partly achieved through additional savings from the 3 weekly collections, however this has not materialised and the full amount remains a pressure.

## **8.3 Leisure and Recreation Forecast Under Spend £ 197k**

8.3.1 The main variances, are an under spend of £15k in Recreation and Countryside Policy, £14k in Museums and £12k in Archives. An under spend of £38k in Countryside Access as a result of slippage in planned projects is reported, an under spend of £43k in Libraries as a result of service re-organisation to achieve efficiencies, and it is now forecast that Catering and Cleaning will underspend by £24k and £29k respectively, due to additional income and full cost recovery

## **8.4 Directors Budget (£258k)**

8.4.1 A forecast outturn over spend of £258k relates to non-delivery of the 3<sup>rd</sup> Party Spend target, although £53k has now been achieved due to the grounds project. The 'Third Party Spend' saving for the whole of the Place Directorate sits within this area.

## **9 Schools Service (ex. Schools Delegated)**

<b>Net Working Budget:</b>	<b>£22,968k</b>
<b>Net Forecast Expenditure:</b>	<b>£23,406k</b>
<b>Variance (Over)/Under Spend:</b>	<b>£ (438)k</b>
<b>Nov Forecast (Over)/Under Spend</b>	<b>£ (556)k</b>

## Change in Forecast

£ 118k

9.1 The Schools service are forecasting an over spend of £438k to the year end. The main variances contributing to the over spend are detailed below:-

### 9.2 Schools Operational Costs Forecast Over Spend £ (876)k

9.2.1 Structural repairs – £70k overspend because of an unbudgeted rates charge in respect of Ysgol Dafydd Llwyd.

9.2.2 Home to School Transport – the overspend remains at £587k due to additional mileage and larger vehicles required to accommodate demand.

9.2.3 Severance pay forecast overspend remains at an estimated £319k. This is based on an estimate of future redundancy costs that will be incurred by the Service as part of the Voluntary Severance Scheme (Wave 1a). This position will be updated as actual costs are incurred.

9.2.4 Central Support Services – predicting a mitigating underspend of £99k in respect of staff and travel costs. The teacher centre contract and Freedom Leisure Service Legal Agreement less than budgeted for.

### 9.3 Pupil Inclusion Forecast Under Spend £ 9k

9.3.1 Special Other (PRU/Specialist Units/Out of County Provision/HIVI) overspends have reduced from £169k to £87k, due to a restructuring of teaching assistant hours in all units from January 2017. The full year effects of this restructure will reduce the outstanding savings to be found from £104k to £44k, which is contributing to the current overspend within this area.

9.3.1 Independent out of county provision is forecasting an overspend of £112k, a reduction of £48k from the previously reported £160k. This reduction is due mainly to the costs relating to the provision made for a child no longer required following the outcome of a tribunal. However, there may be further placements that could lead to this overspend increasing.

9.3.2 PRU service is currently forecasting an underspend of £103k, however this has reduced to £78k since the timing of this report, due to costs identified by the PRU North, for additional pay claims that had not been accounted for.

### 9.4 School Central (delegated) Forecast under Spend £ 394k

9.4.1 Includes two budget provisions in relation to contingency and class size protection funding in the Primary sector and other centrally held provision. Also included are Additional Learning needs monies of £4.5m forecast to be fully utilised during the year.

10 **Resources Directorate** Net Working Budget: £ 7,449k

Net Forecast Expenditure: £ 7,310k

Variance (Over)/Under Spend: £ 139k

Nov Forecast (Over)/Under Spend £ 132k

Change in Forecast £ 7k

10.1 The resources directorate includes Professional, Information and Business Services along with the Chief Executive budget. Each areas outturn is considered below:-

**10.2 Chief Executive Forecast Outturn Under Spend £ 108k**

10.2.1 The forecast underspend is for staffing and a cabinet post, along with a review of the Executive within Communications. This is offset in part by a savings target within Workforce and Development Planning which is forecast not to be achieved.

**10.3 Business Services Forecast Under Spend £ 60k**

10.3.1 Re-organisation and service re-design work carried out within this area has enabled savings targets to be achieved resulting in this favourable forecast outturn position.

**10.4 Information Services Forecast Over Spend £(64)k**

10.4.1 The over spend is in respect of savings targets including Third Party, yet to be achieved.

**10.5 Professional Services Forecast Under Spend £ 35k**

10.5.1 The main change in this area is the completion of the Insurance policy renewal which has enabled the £43k efficiency saving in respect of Risk and Insurance to be achieved. There are small underspends across Commercial Services, the Corporate Insight Centre and Finance offset by a £10k overspend in audit.

<b>11</b>	<b><u>Central Activities</u></b>	<b>Net Working Budget:</b>	<b>£ 17,569k</b>
		<b>Net Forecast Expenditure:</b>	<b>£ 16,671k</b>
		<b>Variance (Over)/Under Spend:</b>	<b>£ 898k</b>
		<b>Nov Forecast (Over)/Under Spend</b>	<b>£ 905k</b>
		<b>Change in Forecast</b>	<b>£ 7k</b>

11.1 An underspend of £898k is forecast at the year end, excluding the Council Tax surplus, forecast at £253k. The main contributors to the underspend are capital charges, due to an increase in the valuation of assets under construction; Community Delivery Project which is forecast to underspend by £46k based on current activity; the budget saving from the removal of the Integration and Development Officer and the overall saving from the renewal of the insurance policy, most of which will contribute towards 3<sup>rd</sup> Party Efficiency targets.

11.2 The Management of Change costs are held within this area and it is anticipated that the forecast underspend will increase as a result of a recent development that transformation costs can once again be capitalised this year as it was in last year's accounts. This increase has not yet been reflected in the above figures but is anticipated to be in the region of £150k.

<b>12</b>	<b><u>Schools Delegated</u></b>	<b>Net Working Budget:</b>	<b>£ 76,240k</b>
		<b>Net Forecast Expenditure:</b>	<b>£ 76,319k</b>
		<b>Variance (Over)/Under Spend:</b>	<b>£ (79)k</b>
		<b>Nov Forecast (Over)/Under Spend</b>	<b>£ 30k</b>
		<b>Change in Forecast</b>	<b>£ (49)k</b>

12.1 The individual Schools Delegated budgets are forecasting a net £79k overspend against the planned budget at year end. The figures from the High Schools and the All Through School have been incorporated where available, in accordance with the Scheme for Financing Schools.

12.2 The budgeted and forecast use of Schools Reserves is shown in the table below. The current information projects a £2.038m forecast use of reserves.

School Deficit / Surplus	Opening Balance	Cabinet Position July 2016 Planned/Budgeted Contribution/(Use)	Current Planned Budgeted Contribution/(Use)	Forecast Underspend/(Overspend)	Projected Closing Balance
	£'000	£'000	£'000	£'000	£'000
Total Deficits	(940)	(224)	(232)	(250)	(1,422)
Total Surplus	3,809	(2,350)	(1,727)	171	2,253
<b>Total Balance</b>	<b>2,869</b>	<b>(2,574)</b>	<b>(1,959)</b>	<b>(79)</b>	<b>831</b>

12.3 This is analysed into the different categories of schools as follows:-

Type of School	Opening Balance	Cabinet Budgeted Contribution/(Use)	Budgeted Contribution/(Use)	Forecast Underspend/(Overspend)	Forecast Closing Balance
	£'000	£'000	£'000	£'000	£'000
Primary	2,556	(1,465)	(871)	170	1,856
Special	(164)	(218)	(221)	82	(303)
Secondary	476	(891)	(867)	(331)	(722)
<b>Total</b>	<b>2,869</b>	<b>(2,574)</b>	<b>(1,959)</b>	<b>(79)</b>	<b>831</b>

12.4 The table below shows the breakdown of schools in deficit and surplus positions:-

Type of School	Schools Projected to be in Deficit at 31 March 17	Cabinet Position	Cumulative forecasted deficit	Cumulative forecasted surpluses	Total	Deficit to surplus
			£000	£000	£000	%
Primary	25 of 83	19 of 83	(348)	2,203	1,855	(16%)
Special	1 of 3	1 of 3	(493)	190	(303)	(259%)
Secondary	7 of 12	7 of 12	(1,198)	477	(721)	(251%)
<b>Total</b>	<b>33 of 98</b>	<b>27 of 98</b>	<b>(2,039)</b>	<b>2,868</b>	<b>831</b>	<b>(71%)</b>

12.5 The number of deficits projected at the end of March 2017 is 33. The overall position for High Schools has worsened with individual schools, being requested to take action where necessary to ensure they are in compliance with the Scheme for Financing schools. Five schools remain unlicensed and recovery plans have been requested from those yet to submit.

12.6 Finance meetings to discuss current year projections and future year budgets continue in the Spring Term, with schools having to submit draft budgets for 2017/18 to the authority by the 31<sup>st</sup> March 2017.

### 13 **Housing Revenue Account Forecast Outturn Under Spend £73k**

13.1 Cyclical Voids and Responsive Maintenance is forecast to overspend by £27k. Additional budget has been moved to this area, funded from the reduction in the Grounds SLA and Access to Services provision, to fund the additional cost of the Heating Programme.

- 13.2 Garage rents and rechargeable works are forecast to overachieve their income target by £62k with Council House rents forecast to underachieve by £84k.
- 13.3 There are other small underspends within the HRA in the main relating to third party consultants, other hired and contract services and grounds maintenance

## 14 Reserves

- 14.1 The total revenue reserves held at 1 April 2016, together with the forecast addition/ (use) of reserves during the year and the projected year end balances at 31<sup>st</sup> December 2016, are set out in the table below.
- 14.2 Underspends and overspends recorded in the revenue table in section 2.2 have been included in the forecast above. The delivery of savings are essential to reduce the projected overspend. Any overspend will have to be met from the General Fund Reserve and will have a significant impact on the level of the reserves held.
- 14.3 The use of Specific and Ring Fenced Reserves (including the Housing Revenue Account) is significant at £6.39m, however, these reserves have been set aside for planned purposes, including delivery of the Welsh Housing Quality Standard and the 21<sup>st</sup> Century Schools Programme.
- 14.4 After considering the projected overspend the revised forecast level of General Fund reserves at 31 March 2017 is 2.75% of total net revenue budget less schools. This excludes all specific and ring fenced reserves in the table above. This level of reserve falls below the 3% strategy agreed by Council / Cabinet.

Summary	Reserves 01/04/16 Surplus/ (Deficit) £`000	Forecast Addition to/ (Use of) reserves £`000	Projected 31/3/17 Surplus/ (Deficit) £`000
General Fund	10,285	(1,090)	9,195
Projected Overspend		(4,597)	(4,597)
	<b>10,285</b>	<b>(5,687)</b>	<b>4,598</b>
<b>Ringfenced &amp; Specific Reserves</b>			
Budget Management Reserve	3,984	(610)	3,374
Specific Reserves	1,881	(418)	1,463
21st Century Schools Reserve	6,734	(1,692)	5,042
Invest to Save & Corporate Initiatives (inc JE)	8,673	(1,195)	7,478
Insurance Reserve	1,965	(23)	1,942
Transport & Equipment Funding Reserve	5,054	(42)	5,012
<b>Sub-Total</b>	<b>28,291</b>	<b>(3,980)</b>	<b>24,311</b>
Schools Delegated Reserves	2,810	(2,075)	735
School Loans & Other Items	(417)	55	(362)
Projected Underspend		(79)	(79)
<b>Net School Delegated Reserves</b>	<b>2,393</b>	<b>(2,099)</b>	<b>294</b>
<b>Total Ringfenced &amp; Specific Reserves</b>	<b>30,684</b>	<b>(6,079)</b>	<b>24,605</b>
<b>Housing Revenue Account</b>	1,385	(384)	1,001
Projected Underspend		73	73
	<b>1,385</b>	<b>(311)</b>	<b>1,074</b>
<b>Total Revenue Reserves</b>	<b>42,354</b>	<b>(12,077)</b>	<b>30,277</b>

## 15. Efficiency Savings

15.1 The table below summarises the current position in the delivery of savings required within the budget. A prudent approach is adopted and only when savings are delivered are they built into the projections as achieved

15.2 Savings of £8.799m have been achieved to date representing 72.5% of the total required. The savings achieved for each of the financial years are as follows:

- 2014/15 - £51k;
- 2015/16 - £757k
- 2016/17 - £7.991k

This leaves £3.340m yet to be achieved. The savings are depicted graphically in Appendix 1.

Efficiency / Saving	2014/15	2015/16	2016/17	Total to be Achieved 16/17	Total Achieved to Date	Remainder to find	Achieved
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%
<b>Place</b>							
Highways Transport & Recycling	0	400	1,283	1,682	987	696	59%
Regeneration, Property & Commissioning	0	14	528	542	378	164	70%
Leisure & Recreation	0	52	438	491	491	0	100%
Place	0	398	0	398	141	257	35%
<b>Place</b>	<b>0</b>	<b>400</b>	<b>1,283</b>	<b>1,682</b>	<b>987</b>	<b>696</b>	<b>59%</b>
<b>Schools</b>							
Schools	51	158	1,846	2,055	1,589	466	77%
<b>Schools</b>	<b>51</b>	<b>158</b>	<b>1,846</b>	<b>2,055</b>	<b>1,589</b>	<b>466</b>	<b>77%</b>
<b>People</b>							
Adult	0	868	450	1,318	489	829	37%
Children Services	0	105	511	616	510	105	83%
Housing	0	7	0	7	7	0	100%
<b>People</b>	<b>0</b>	<b>979</b>	<b>961</b>	<b>1,940</b>	<b>1,006</b>	<b>934</b>	<b>52%</b>
<b>Chief Executives</b>							
Chief Executives	0	1	183	184	130	54	71%
Legal	0	0	251	251	204	47	81%
<b>Chief Executives</b>	<b>0</b>	<b>1</b>	<b>434</b>	<b>434</b>	<b>334</b>	<b>101</b>	<b>77%</b>
<b>Resources</b>							
Business Services	0	117	531	648	500	148	77%
Information Services	0	68	143	210	34	176	16%
Professional Services	0	78	180	258	160	98	62%
Corporate Activities	0	269	3,211	3,480	3,180	300	91%
<b>Resources</b>	<b>0</b>	<b>532</b>	<b>4,064</b>	<b>4,596</b>	<b>3,874</b>	<b>722</b>	<b>84%</b>
<b>Grand Total</b>	<b>51</b>	<b>2,534</b>	<b>9,554</b>	<b>12,139</b>	<b>8,799</b>	<b>3,340</b>	<b>72%</b>

### 3<sup>rd</sup> Party Spend

- 15.3 Reduction in 3<sup>rd</sup> Party Spend is one of the budget principles set by the Council and this is reflected within the Council's budget by allocating targets to service areas.
- 15.4 Savings are being realised in services with support from Commercial Services. However, these do not necessarily contribute to base line reductions in budgets held by Service departments, due to the delegated or ring-fenced nature of certain budgets. This has indicated greater clarity is needed when determining if a saving reduces the base budget or reduces spending pressure.
- 15.5 The table below sets out this year's targets which were agreed by the Corporate Commissioning and Procurement Board and shows that £418k has been achieved and £195k delivered through other routes. The £510k underachievement is included within the forecast position in year and will need to be addressed in 2017/18.
- 15.6 The budget gap that needs to be delivered in 2017/18 is £705k.

Cost Centre Name	2016/17 Third Party Target	2016/17 Delivery through other means	Delivered Efficiencies	Carry forward gap into 2017/18
	£'000	£'000	£'000	£'000
Place	369	0	115	254
Adult Services	373	0	0	373
Childrens Services	110	0	0	110
Housing	7	0	2	5
Change and Governance	68	0	0	68
Resources	195	78	301	(106)
Communications	1	117	0	1
<b>Grand Total</b>	<b>1,123</b>	<b>195</b>	<b>418</b>	<b>705</b>

- 15.7 The actual cost improvement for 3<sup>rd</sup> Party Spend is in excess of the £1,123k target at £1,727k. However savings identified include capital grants, HRA and delegated schools services, which cannot be removed from the revenue budget. Other improvements are reducing areas of overspend. Within the terms of the legislation around the HRA it is important that this account bears some of the costs for the improvement the account has benefitted from. In summary, to date, the main split of savings are:

- HRA / Delegated Schools £892k
- Capital and Grants £95k
- Assisting unavoidable spend and mitigating overspends £104k
- Efficiencies spent on other savings £218k
- Useable savings £418k

- 15.8 The overall approach has been effective but the emphasis now needs to be on the revenue budget. Corrective action will now take place to ensure delivery is achieved in 2017-18.

### Income

- 15.9 Income targets, based on additional income opportunities, were identified through the income review for both 2016/17 and 2017/18, these are shown, by service area, in the table below, alongside delivery to date of these targets.

Cost Centre Name	2016/17 Income Target	Forecast Achieved 2016/17 income target	2016/17 Delivery through other means	Carry forward gap to 2017/18
	£'000	£'000	£'000	£'000
Highways Transport and Recycling	140	0	0	140
Regeneration, Property and Commissioning	235	125	100	100
Business Services	31	31	0	0
Professional Services	54	0	54	54
Information Services	4	4	0	0
Chief Executives	84	34	50	50
Schools	73	58	0	25
Corporate	250	0	250	250
<b>Grand Total</b>	<b>871</b>	<b>252</b>	<b>464</b>	<b>619</b>

- 15.10 Of the £871k target set for the current financial year £715k (82%) is projected to be achieved, although £464k is through delivery by alternative means in year and the baseline for future years needs to be addressed. The in year shortfall of £155k is included in the service forecasts.
- 15.11 In addition to the budget gap of £619k which will roll forward into 2017/18, additional income targets are included in the budget plan for 2017/18 and 2018/19 at £400k per annum, these targets will be supported by specific projects.
- 15.12 The council has an income strategy and this must be used to meet the shortfall. Key to delivery will be the ownership and buy-in to the need to be more 'commercial' and realise the available income opportunities. This will be assisted by a more corporate approach to income generation in order to ensure the original momentum is regained and that income is generated within a corporate approach rather than in isolation.

### Cost Improvement Board

- 15.13 The Income and Cost Improvement Board (CIB) was established, but has not convened for some time. The Board will be reinstated, chaired by the Head of Financial Services, to oversee and monitor income management and improvement activity across the Council, particularly the 3<sup>rd</sup> Party Spend. Effective governance arrangements agreed by the Board will ensure that the Income Management and Service Cost Recovery Policy is implemented and adhered to by services.
- 15.14 The Board will provide challenge to perceptions over the achievability of income improvement opportunities and will support and monitor the implementation of approved income improvement business cases, along with monitoring in-year performance against income targets.
- 15.15 In addition the Board will develop and monitor the action plan in response to the Wales Audit Office recommendations and further develop the ongoing strategy to deliver the proposed income targets for future years.
- 15.16 The Board will report to Management Team, Cabinet and the Finance Scrutiny Panel. Board to comprise of Finance Project Lead for Income, Service Area Lead for Income, nominated by Heads of Service.



## 16 CAPITAL PROGRAMME

16.1 The revised Capital programme after virements approved is £57.093m

16.2 Actual and committed spend is £30.146m which represents 53% of the working budget. The table below summarises the position for each directorate.

16. <u>Capital Programme</u> Service	Original Budget 2016/17	Virements Approved	Virements Required by Cabinet	Virements Required by Council	Revised Working Budget 2016/17 as at 31 <sup>st</sup> Dec 2016 (after virements approved and required)	Actuals & Commitments	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	%
<b>People</b>								
Adult Services & Commissioning	443	568	0	0	1,011	74	937	92.7%
Housing	1,948	617	0	0	2,565	1,863	702	27.4%
<b>Schools and Inclusion</b>	4,872	2,526	-700	0	6,698	2,942	3,756	56.1%
<b>Chief Executive</b>	0	98	0	0	98	-19	117	119.4%
<b>Resources</b>								
Business Services	87	388	-141	0	334	305	29	8.7%
Professional Services	532	-517	0	0	15	0	15	100.0%
Information Services	820	399	0	0	1,219	757	462	37.9%
<b>Place</b>								
Highways, Transport & Recycling	7,696	5,728	0	0	13,424	7,240	6,184	46.1%
Leisure & Recreation	8,445	1,336	0	0	9,781	2,833	6,948	71.0%
Regeneration, Property & Commissioning	4,284	579	-475	-1,170	3,218	341	2,877	89.4%
<b>Total Capital</b>	<b>29,127</b>	<b>11,722</b>	<b>-1,316</b>	<b>-1,170</b>	<b>38,363</b>	<b>16,336</b>	<b>22,027</b>	<b>57.4%</b>
Housing Revenue Account	18,550	430	-250	0	18,730	13,810	4,920	26.3%
<b>TOTAL</b>	<b>47,677</b>	<b>12,152</b>	<b>-1,566</b>	<b>-1,170</b>	<b>57,093</b>	<b>30,146</b>	<b>26,947</b>	<b>47.2%</b>

16.3 There are 6 virements proposed for approval in December 2016 along with 1 Capital grant and 1 Revenue grant received, details as follows:-

- Roll forward £250k of monies remaining from the completion of Ysgol Dafydd Llwyd to be used on other Band A projects.
- £450k in respect of the delayed sports provision at Crickhowell High School
- Work relating to the new Fleet facility is not likely to commence until 17/18 therefore recommend £1,170k is rolled forward.

- Roll forward of monies in respect of the Regeneration fund project due to commence in April 2017
- Roll forward of £300k in respect of Office Accommodation is recommended.
- Work to achieve Welsh Housing Quality Standard at Gwaelod-y-Bryn will now be completed in 2017/18 therefore recommend roll forward of £250k

#### Grants

- Capital - Work to facilitate elimination of 5 level crossings at Talerddig to improve safety, will be carried out by Powys Engineering and Design, with Network Rail covering all costs, which are said to be in the region of £1.3m in this financial year.
- Revenue - £36k received in respect of Animal Health and Welfare Enforcement (additional funds via Pembroke CC)

16.4 **Place** - A spend of £10.414m against a total budget of £28.068m is reported at the end of December 2016, 63% of the capital budget remains unspent.

16.5 **Resources** - Access to Services Channel Shift project, Cashless system and a number of ongoing ICT projects. Spend and commitments as at the end of December total £1,062k against a budget of £1,568k, 32% remains to be spent.

16.6 **Schools** - Actual Expenditure represents 43.9% of total budget as at the 31<sup>st</sup> December, the capital programme for Schools consists of:-

16.6.1 The Major improvement programme has 61 schemes in 2016/17, including schemes carried forward from 2015/16. Any uncommitted funding within projects will be reallocated back to the programme contingency to cover for emergencies, unforeseeable and legislative requirements and budget fluctuations over the course of the year and to ensure school service continuity

16.6.2 Schools Other – There are 2 projects currently included under schools other. They are Crickhowell Sports Centre and a small extension at Penygloddfa.

16.7 21<sup>st</sup> Century schools has 6 programmes each are at varying levels of progress:-

16.7.1 **The Gwernyfed Catchment Primary schools** - the full business case has been completed and submitted to Welsh Government for consideration in January. Planning consent has been obtained for all 5 Schools.

16.7.2 **Ysgol Dafydd Llwyd** - School has now been officially opened and all remaining works are nearly completed.

16.7.3 **Beacons Campus** - The tendering process started on 16<sup>th</sup> December for a D & B Contractor for Brecon High School – total cost £22m

16.7.4 **Welshpool** - The outline business case has been approved by Welsh Government with a total project cost of £13m. Tender documents anticipated to be issued at the end of Jan.

16.7.5 **Ysgol Bro Hyddgen** Combined Strategic Outline Case/Outline Business Case has been approved by Welsh Government. Total project cost: £23m

16.7.6 **Ysgol Glantwymyn/Carno** - Designs have been shared with Carno and Glantwymyn – which it is anticipated will be finalised in the new year.

17. **People** - The 2016/17 capital allocation for Adult Services relates to the following projects:

- 17.1 £443k Mobile working and transformation - £24k spend to date
- 17.2 £67k rolled forward re Home Care call monitoring system and Castell y Dial electrics. To date there has been no capital spend or commitments made. A virement is being completed to roll forward Castell y Dial until the service is redesigned.
- 17.3 Powys has been allocated £500k WG Intermediate Care Funding 2 (ICF2) for 2016/17, of which £65k has been given to the Council for a Community Equipment Store. Actual spend and commitments to date are £53k. It is assumed all underspends would be reclaimed by WG.
- 17.4 A Welsh Government Substance Misuse grant of £436k to fund the lease of Dolanog House Welshpool, has no spend against it to date. It is assumed all underspends would be reclaimed by WG.
- 17.5 **HRA**
- 17.6 The Housing Stock, which is funded by £3.71m Major Repairs Allowance from WG, Housing reserves, receipts & prudential borrowing.
- 17.7 The HRA Capital includes the Welsh Housing Quality Standards (WHQS) plan of £15.21m for 2016/17 as set at budget time, to enable the council to achieve WHQS by March 2018. Actuals and commitments to the end of December are £13.81m.
- 17.8 Of other capital works total £4.38m, only £838k has been spent and committed to the end of December leaving just under 81% of the budget to be utilised. As agreed at the Service Management meeting the £0.2m previously allocated for IT mobile working has been requested to be rolled forward in to 2017/18, a budget virement has been completed and will be presented at council to be agreed.
- 17.9 The Housing General Fund, capital budget is £603k; £200k budget funded from prudential borrowing to search for a new Gypsy site in Machyllneth, of which £60k has been spent and committed. In addition, £100k funded from capital receipts, has been allocated to search for a new Gypsy site in Welshpool and there has been £8k committed to date. A Welsh Government grant of £304k has been awarded to complete the two outstanding pitches on Kings Meadow by end of this financial year, as a need was identified from the Gypsy Traveller Accommodation Assessment, £5k has been committed to date. Once planning permission for Machyllneth is granted a bid for Welsh Government Grant will be submitted with a view for work to begin in 2017/18.
- 17.20 The Private Sector Housing budget is £1.961m. Actuals and commitments to date are £1.789m. Schemes included are; Safe Warm and Secure (SWS), Landlord loans, Co2 Emissions and Disabled Adaptations in general properties non HRA.

## 18 **Issues affecting the Forecasts**

- 18.1 Eprocurement, ROCC and any other feeder systems, need to be maintained and administered following the correct procedures and processes, in a timely manner to ensure data used for forecasting is as accurate as possible. There are also delays in timesheet entry and invoicing in some areas.
- 18.2 Since the commencement of the 'corporately agreed agency framework', the use of the commitment system, eProcurement, has not been utilised, so the forecast for agency staff could contain errors and there is a risk of it being understated in the forecast outturn.
- 18.3 There are a number of budget areas, such as Additional Learning Needs (ALN) and Looked After Children (LAC) where there is an increase in demand and complexity of

service user needs. It is therefore extremely difficult to predict spend accurately in such volatile budget areas.

18.4 Income levels can be difficult to predict if based on demand for services or arrangements with a third party, which can be open to challenge. Therefore, there is an inherent risk that income built into the forecast may not be realised. However, forecasts have, where possible, been based on previous trends where more accurate information is not available.

18.5 We must ensure that all spend is coded correctly, especially in relation to grant monies, and any errors identified and corrected as soon as possible during the year, to ensure maximisation of resources and accuracy of accounting records.

18.6 It is difficult to predict the impact on forecast, of services which are in the process of being transferred to external providers either through a Joint Venture, Community Transfer or other Shared Service agreements.

19 **Options Considered/Available**

No alternative options are considered appropriate as a result of this report.

**Preferred Choice and Reasons**

20 None to consider.

21 **Sustainability and Environmental Issues/Equalities/Crime and Disorder, /Welsh Language/Other Policies etc.**

The proper management and control of the Council's finances together with the associated delivery of services will have an impact across all Council services. It is not sustainable to allow service areas to overspend without a plan to address the underlying cause of the overspending.

22 **Children and Young People's Impact Statement - Safeguarding and Wellbeing**

This report presents the financial position for Children's services and forecasts a near balanced budget for the year. The budgets must continue to be monitored to ensure the allocated resources meet service need.

23 **Local Member(s)**

This report relates to all service areas across the whole County.

24 **Other Front Line Services**

This report relates to all service areas across the whole County.

25 **Support Services (Legal, Finance, HR, ICT, BPU)**

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

26 **Local Service Board/Partnerships/Stakeholders etc.**

This report presents financial information which will help inform the future medium term financial plan and therefore has implications for any related organisation.

27. **Communications**

This report has no specific communication considerations. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports

are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

**28. Statutory Officers**

The Strategic Director, Resources (Section 151 Officer) notes the overall financial position. It is essential that agreed savings are delivered in order to safeguard the council's financial position. The savings that were not delivered in 2015/16 will need to be delivered in 2016/17 because they remain in the base budget.

If not addressed the projected outturn will have an impact on the council's reserves. It is important to note that there is unlikely to be any one-off adjustments available as in financial year 2015/16 that had a considerable positive impact on the end of year position.

The main area of concern is Adult Services and the Strategic Director People is bringing forward a recovery plan to mitigate the position.

The Monitoring Officer has no specific concerns with this report.

**29 Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

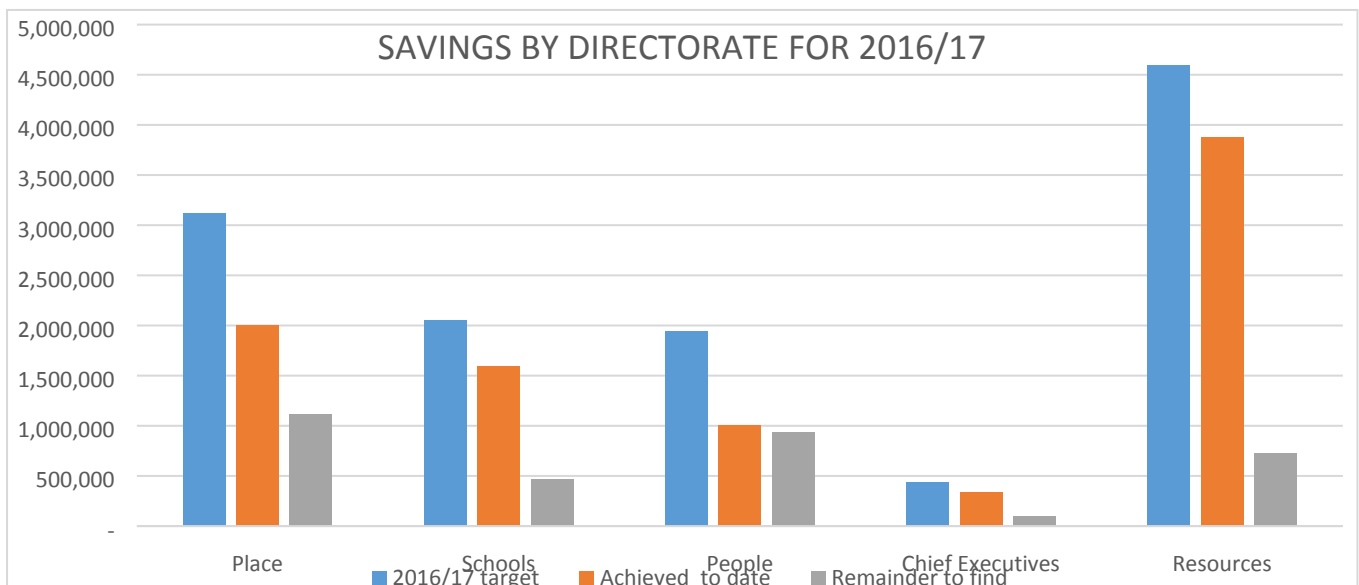
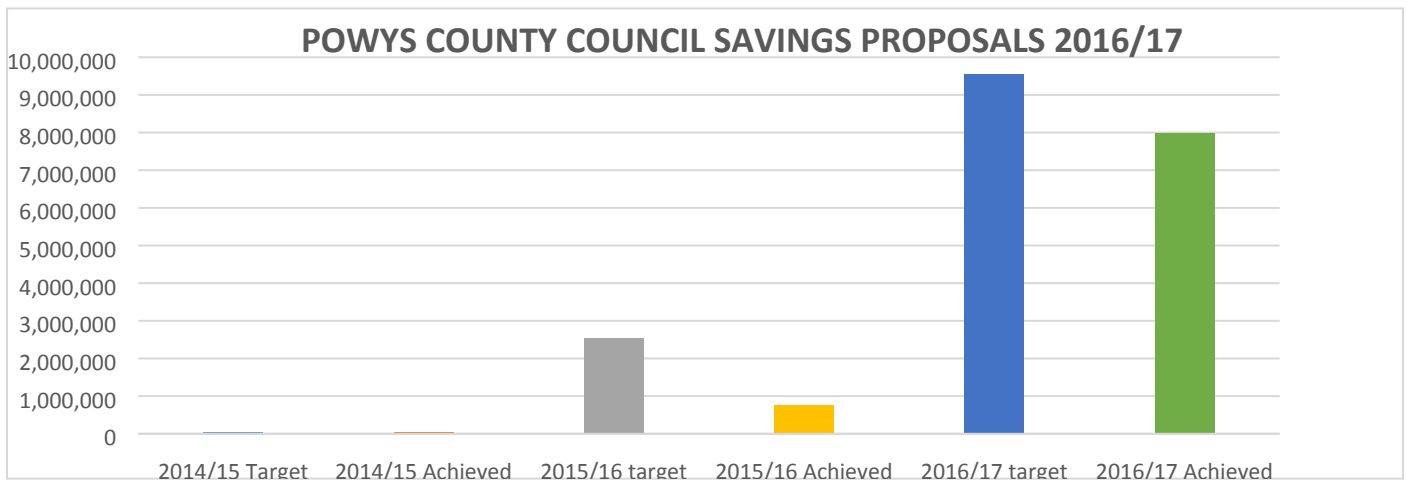
<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>That:</b> a. The contents of this report are noted by Cabinet; and b. Cabinet supports appropriate action by services to curtail or reduce the reported forecasted service deficits. c. The Capital virements set out in paragraph 16.3 are approved, and those over £500k be submitted to full council for approval.	<b>To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.</b>

<b>Relevant Policy (ies):</b>	<b>Financial Regulations</b>		
<b>Within Policy:</b>	Yes	<b>Within Budget:</b>	n/a

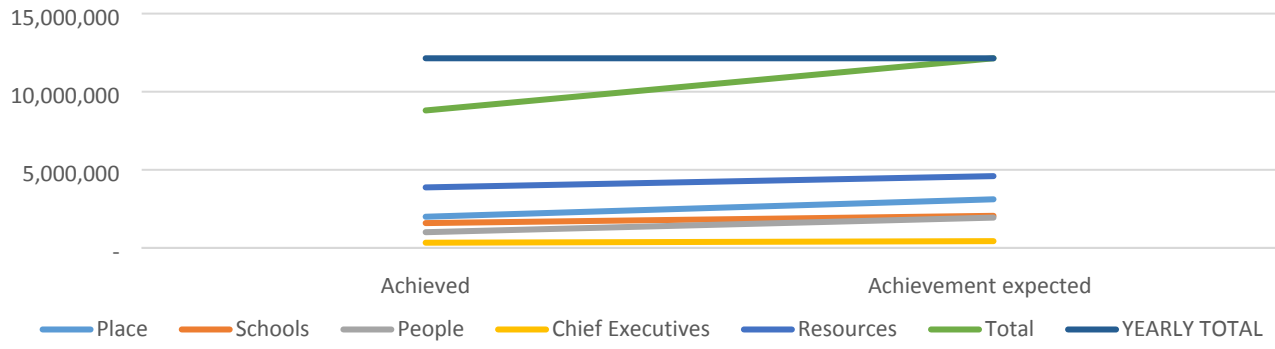
<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	Jane Thomas
<b>Date By When Decision To Be Implemented:</b>	

<b>Contact Officer Name</b>	<b>Tel</b>	<b>Fax</b>	<b>E mail</b>
Jane Thomas	01597-826341	01597-826290	jane.thomas@powyscc.gov.uk



## Powys County Council Proposed Savings to meet Target of £12,138,957 for 2016/17



This page is intentionally left blank



# C18- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET 7<sup>TH</sup> February 2017

**REPORT AUTHOR:** County Councillor Wynne Jones  
Portfolio Holder for Finance

**SUBJECT:** Minimum Revenue Provision Annual Statement 2017/18

---

**REPORT FOR:** Decision

---

#### **1. Summary**

1.1 This report is a statutory requirement required under Local Authority regulations when revising the method used to calculate the Minimum Revenue Provision for 2017/18.

#### **2. Proposal**

2.1 The Capital Financing Requirement (CFR) is the amount of capital expenditure that is not financed from revenue resources, capital grants and other contributions and capital receipts. Any expenditure that is not financed from these resources increases the authority's underlying need to borrow. The authority has to plan to finance the increase in the CFR by setting aside resources. This is called the Minimum Revenue Provision (MRP).

2.2 Regulation 21 (Local Authorities Capital Finance and Accounting (Wales) Regulations 2003) places a requirement on local authorities in respect of calculating MRP.

2.3 Regulation 22 details how MRP should be calculated. In 2010 WG issued statutory guidance which set various options for calculating prudent provision. This is set out in Appendix 1. In the new Regulation 22, the previous detailed rules are replaced with a simple duty for an authority each year to make an amount of MRP which it considers to be "prudent".

2.4 The regulation itself does not define "prudent amount". However, the MRP guidance makes recommendations to authorities on the interpretation of that term.

2.5 One of the methods in the guidance is the Regulatory method with a 4% reducing balance set aside. In reviewing the MRP calculation it is essential to give proper regard to the statutory guidance and if amending the policy which results in an option that is different to the guidance then the implications of adopting the new option must be made clear. This report sets out both the negative and positive aspects of changing the policy for consideration.

#### **3. Supported Borrowing**

3.1 It is recommended to continue to calculate the MRP on a 2% on a straight line basis for borrowing Council Fund debt previously financed from supported borrowing or credit approvals. The estimated amount for 17/18 is £3.069m. The actual figure will be calculated in June 2017.

- 3.2 The advantage of the straight line basis is that the debt is extinguished over a 50 year period. In comparison the same debt on a 4% reducing balance would take 75 years to extinguish. The second advantage is greater certainty about the amount of debt.
- 4. Prudential Borrowing**
- 4.1 It is recommended that for any Prudential Borrowing undertaken in the current or future years the MRP will be charged over a period which is the estimated life of the asset using the annuity method. In 2017/18 this MRP is estimated to be £1.6m and the actual amount will be finalised after the accounts have closed in May 2017.
- 4.2 Estimated life periods will be determined under delegated powers. Whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the components of expenditure and will only be divided up in cases where there are two or more major components with substantially different economic lives.
- 5. Housing Revenue Account (HRA)**
- 5.1 The share of the Housing Revenue Account (HRA) Capital Financing Requirement is subject to a 2% reducing balance MRP and is currently estimated at £1.691m for 2017/18. This is a combination of historic debt, the estimate subsidy settlement.
- 5.2 The HRA MRP for prudential debt will be calculated using the asset life method and is estimated at £161k for 2017/18.
- 6. Assets Under Construction**
- 6.1 In addition the guidance allows for MRP to be deferred for assets under construction and this part of the guidance should be adopted because the asset is not used by the authority until it is operational and therefore the MRP will match the life of the asset. This option reduces the MRP by an estimated £194K for 2017/18.
- 6.2 Any MRP requirement for finance leases or PFI schemes will be regarded as being met by a charge equal to the rent/charge that goes to write down the balance sheet liability. The authority has recognised some leases as finances leases under the IFRS.
- 7. Options Considered/Available**
- 7.1 A detailed review was undertaken by external consultants on the method of calculating the MRP. The advice provided has given assurance about the proposed change.
- 8. Local Member(s)**
- 8.1 Not applicable
- 9. Other Front Line Services**
- 9.1 Not applicable
- 10. Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)**
- 10.1 The Finance function has been closely involved in the review and confirms the data included in the report.

11. Legal – The recommendations can be supported from a legal perspective

**12. Corporate Communications**

12.1 No proactive communication action required.

**13. Statutory Officers**

13.1 The Strategic Director Resources (Section 151 Officer) comments as follows:

It is appropriate that we have considered our existing MRP policy and the amendment follows external review and the report recommends a prudent approach that complies with regulations.

Several councils have recently reviewed their own MRP policies and have adopted an alternative to the 4% reducing balance (regulatory method) of calculating MRP for previously supported General Fund borrowing.

The Auditor General recently wrote to all Welsh authorities confirming that the adjustment to policy is a matter for local determination. We have informed our external auditor of the change.

In reviewing the policy to MRP calculation proper regard has been given to the statutory guidance. The use of the council's external treasury management advisor has developed options and the implications of the change. These have been considered in reaching the recommendation in the report.

13.2 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report."

**14. Members' Interests**

14.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>1. To use a 2% straight line calculation for MRP in relation to Supported Borrowing.</b>	<b>Statutory Requirement</b>
<b>2. To use Option 3 Asset Life Annuity Method for the calculation of MRP in relation to Prudential Borrowing.</b>	<b>Statutory Requirement</b>
<b>3. To use a 2% reducing balance for MRP in relation to Historic and the Settlement Debt for the HRA</b>	<b>Statutory Requirement</b>
<b>4. To use Option 3 Asset Life for the calculation of MRP in relation to Prudential Borrowing for the HRA</b>	<b>Statutory Requirement</b>

<b>5. To take advantage of the guidance that allows for MRP to be deferred for assets under construction.</b>	<b>To match the cost of MRP to the use of an asset by a service.</b>
---	--

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	<b>Strategic Director Resources</b>
<b>Date By When Decision To Be Implemented:</b>	<b>1<sup>st</sup> April 2016</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
Dawn Richards	01597 826342		dawn.richards@powys.gov.uk

## **What is a Minimum Revenue Provision?**

The Capital Financing Requirement (CFR) is the amount of capital expenditure that is not financed from revenue resources, capital grants and other contributions and capital receipts. Any expenditure that is not financed from these resources increases the authority's underlying need to borrow. The authority has to plan to finance the increase in the CFR by setting aside resources. This is called the Minimum Revenue Provision (MRP).

## **Government Guidance**

The introduction of the Prudential Code, implementing regulations 21 and 22 of the Local Authorities Capital Finance and Accounting (Wales) Regulations (2003) prescribed how much MRP an authority should charge through a formula linked to the capital financing requirement (CFR). This was calculated as 4% of the opening CFR for the GF and 2% of the opening CFR for the HRA.

This system was radically revised in 2008 by the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008, which shifted the emphasis from regulations to guidance primarily in relation to the General Fund (the duty to make MRP on housing assets remained unchanged). The new system and accompanying guidance were issued in March 2008 and became effective from 1st April 2007, so that for 2007-08 and subsequent years, the prescriptive MRP calculation was replaced with a requirement that local authorities calculate a level of MRP they consider to be prudent. The Authority implemented the changes to the regulations in 2009/10 following the approval of new policies by the Council.

These current regulations and supplementary Welsh Government MRP guidance, the latest of which was published in April 2010, therefore offer authorities significantly more discretion in deciding upon the amount of MRP. The regulations require authorities to "have regard" to the guidance and the recommendations within it. In principle, an authority is now only required to make a "prudent provision" in respect of its ongoing MRP charge, and to arrange for its debt liability to be repaid over a similar period to that which the asset associated with the capital expenditure provides benefits or, in the case of borrowing supported by RSG, in-line with the period implicit in the determination of that grant (ie. 4% p.a. with respect to the General Fund and 2% p.a. in relation to the HRA. Section 3.7 of this report details the options now available to the Authority with regards HRA MRP following the HRA settlement in April 2015 and the revised Item 8 Determinations that accompanied this.

The type of approach intended by the MRP guidance is clearly to enable local circumstances and discretion to play a part, as the guidance in general contains a set of recommendations rather than representing a prescriptive process. The guidance makes it clear that councils can follow an alternative approach, provided they still make a prudent provision.

The recommended options under the Guidance are:

### **Option 1 - Regulatory method**

This option allows MRP to be based on the same formula used in the previous regulations (Regulation 22), namely 4% of the adjusted CFR (i.e. adjusted for Adjustment A, the HRA CFR or any other adjustments emanating from S.I. 2007 No. 1051 (W.108)). This method should only be adopted for an authority's historic debt liability as at 31 March 2008 or for new "supported" capital expenditure applied within the year. It is important to note that the guidance states that this option may be used for new "supported" capital expenditure after 1st April 2008 but does not have to be. It is open to the Authority to decide whether an alternative option is considered more appropriate for any financial year.

### **Option 2 –CFR Method**

This is a simplified version of Option 1, which provides for MRP to be calculated solely on the non-housing element of the CFR. It therefore ignores any adjustment to the CFR for "Adjustment A". For most authorities this method would probably result in a higher level of provision than that under Option 1, although it is a more simplistic approach technically.

### **Option 3 – Asset Life Method**

Under this option MRP is aligned to the estimated life of the asset for which the underlying need to borrow is undertaken. This method is suggested for all new "unsupported" borrowing but can, if desired, be applied for "supported" borrowing as well. The charge is recommended to be applied either on a straight line basis or by using the annuity method. The annuity method is intended to have the advantage of linking MRP to the flow of benefits from an asset where these are expected to increase in later years.

The guidance recommends that whatever period is chosen at the outset must remain as the chosen life period. Informal commentary to the guidance states only that such provision should be made "over a period bearing some relation to that over which the asset continues to provide a service".

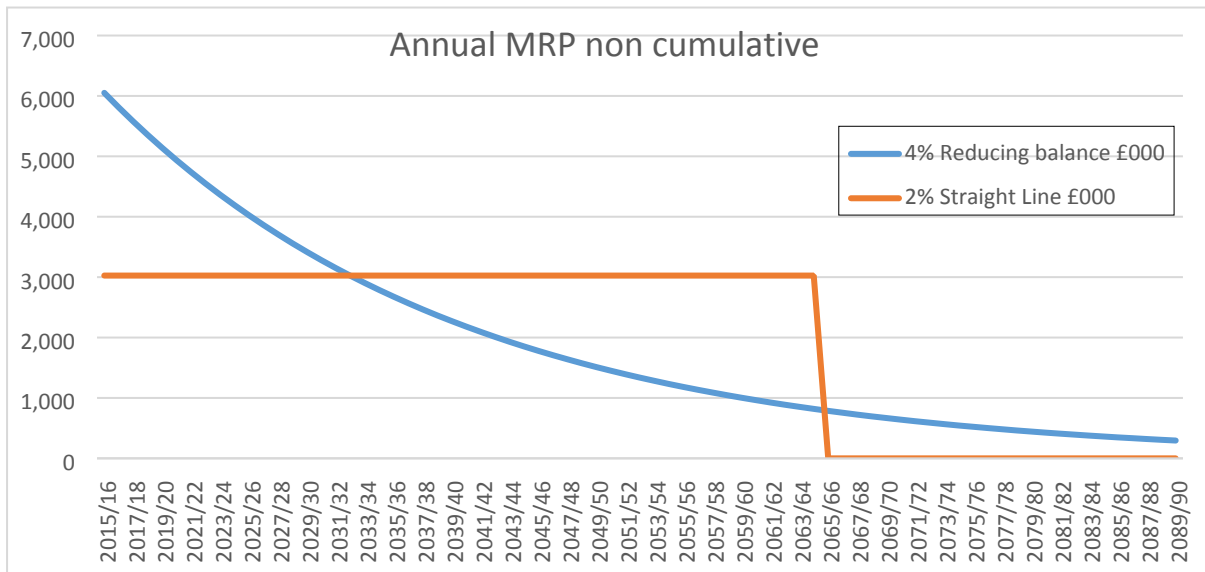
Significantly, under option 3 (and option 4), MRP does not have to be charged until the financial year following that in which the asset is completed and becomes operational.

### **Option 4 – Depreciation Method**

This option is a more complex version of option 3. MRP is matched to the provision for depreciation, or appropriate proportion thereof, for the associated asset based on standard accounting practice. It therefore takes in consideration the residual value of an asset as well as any revaluations and impairments. MRP should continue to be made annually until the cumulative amount of the provision is equal to the expenditure originally financed by borrowing.

The Regulations also require authorities to prepare an annual statement of their policy on making MRP for submission to their full council (or closest equivalent level) for scrutiny and approval before the start of the financial year. The original statement may be revised during the year by the full Council or the appropriate body of Members where required.

Appendix 2 Illustration of MRP over time using 2% straight line approach compared with a 4% reducing balance method



Year	4% Reducing balance £000	2% Straight Line £000	Cost/ (Saving) £000
2015/16	6,051	3,026	(3,026)
2016/17	5,809	3,026	(2,784)
2017/18	5,577	3,026	(2,551)
2018/19	5,354	3,026	(2,328)
2019/20	5,140	3,026	(2,114)
2020/21	4,934	3,026	(1,908)
2021/22	4,737	3,026	(1,711)
2022/23	4,547	3,026	(1,522)
2023/24	4,365	3,026	(1,340)
2024/25	4,191	3,026	(1,165)
2025/26	4,023	3,026	(997)
2026/27	3,862	3,026	(837)
2027/28	3,708	3,026	(682)
2028/29	3,559	3,026	(534)
2029/30	3,417	3,026	(391)
2030/31	3,280	3,026	(255)
2031/32	3,149	3,026	(123)
2032/33	3,023	3,026	3
2033/34	2,902	3,026	123
2034/35	2,786	3,026	240
2035/36	2,675	3,026	351
2036/37	2,568	3,026	458
2037/38	2,465	3,026	561
2038/39	2,366	3,026	659
2039/40	2,272	3,026	754

2040/41	2,181	3,026	845
2041/42	2,094	3,026	932
2042/43	2,010	3,026	1,016
2043/44	1,929	3,026	1,096
2044/45	1,852	3,026	1,173
2045/46	1,778	3,026	1,247
2046/47	1,707	3,026	1,319
2047/48	1,639	3,026	1,387
2048/49	1,573	3,026	1,452
2049/50	1,510	3,026	1,515
2050/51	1,450	3,026	1,576
2051/52	1,392	3,026	1,634
2052/53	1,336	3,026	1,689
2053/54	1,283	3,026	1,743
2054/55	1,231	3,026	1,794
2055/56	1,182	3,026	1,843
2056/57	1,135	3,026	1,891
2057/58	1,090	3,026	1,936
2058/59	1,046	3,026	1,980
2059/60	1,004	3,026	2,022
2060/61	964	3,026	2,062
2061/62	925	3,026	2,100
2062/63	888	3,026	2,137
2063/64	853	3,026	2,173
2064/65	819	3,026	2,207
2065/66	786	0	(786)
2066/67	755	0	(755)
2067/68	724	0	(724)
2068/69	695	0	(695)
2069/70	668	0	(668)
2070/71	641	0	(641)
2071/72	615	0	(615)
2072/73	591	0	(591)
2073/74	567	0	(567)
2074/75	544	0	(544)
2075/76	523	0	(523)
2076/77	502	0	(502)
2077/78	482	0	(482)
2078/79	462	0	(462)
2079/80	444	0	(444)
2080/81	426	0	(426)
2081/82	409	0	(409)
2082/83	393	0	(393)
2083/84	377	0	(377)
2084/85	362	0	(362)
2085/86	347	0	(347)
2086/87	334	0	(334)
2087/88	320	0	(320)
2088/89	307	0	(307)
2089/90	295	0	(295)





This page is intentionally left blank

# C19- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET 7<sup>th</sup> February 2017

**REPORT AUTHOR:** County Councillor Wynne Jones  
Portfolio Holder for Finance

**SUBJECT:** Budget for 2017-18, Medium Term Financial Strategy 2017-2020 and Capital Programme for 2017-2021

---

**REPORT FOR:** Decision

---

#### 1. Summary

- 1.1 This report and the appendices attached set out the proposals for the Revenue Budget and Capital Programme for the financial year commencing 1<sup>st</sup> April 2017 with provisional proposals for the next 3 years to 31<sup>st</sup> March 2020. The Medium Term Financial Strategy (MTFS) is attached at Appendix 1.
- 1.2 The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, the MTFS reports a balanced budget for 2017/18. There is no requirement to set out a balanced position beyond the next year but the three year strategy has been developed to enable longer term planning and transformation. The second year of the plan shows a small deficit position, however the third year (2019/20) requires further development to bring it into a balanced position. At this stage the overall approach is to base 2019/20 on transformational activity.
- 1.3 As in previous years the Council continues to respond to the major financial challenge it is experiencing. The 2017/18 financial settlement from the Welsh Government saw a decrease of 0.5% compared with 2016/17 meaning a reduction in funding of £0.394m. In addition service and other pressures added to the overall level of required savings.
- 1.4 The budget for 2017/18 includes investment and service pressures of £13.621m and in order to produce a balanced budget savings of £9.636m and other strategies have been identified and included in the plan.
- 1.5 The level of funding represented the joint highest reduction in financial settlement in Wales out of the 22 local authorities with the average being an increase of 0.2%. This position has yet again been helped by the application of a 'top up' which Powys along with 3 other authorities has benefitted from. This has minimised the level of reduction to 0.5%.
- 1.6 For many years rural authorities have canvassed Welsh Government (WG) to recognise the additional cost of delivering services in a rural environment, particularly in providing community-based social services for older people over large geographic and sparse areas. The settlement for 2017/18 now includes some recognition of this with the inclusion of a sparsity measure for Social Services. The revision has provided Powys with an additional £3m, which will be implemented over a 2 year period.
- 1.7 The Cabinet continues to support an increase in the level of capital investment in the County. It is important that the council continues to renew its core infrastructure such as schools and housing in spite of funding cuts by central government. Maintaining the capital programme has a significant regeneration impact for the economy of Powys

alongside the direct effect of better infrastructure to deliver services and enabling revenue savings.

- 1.8 The budget proposals have undergone an Impact Assessment to ensure that the Council understands the potential impact of the proposals. In doing so the process considers the Council's strategic vision and priorities, risk management, equalities, Welsh language, the Wellbeing of Future Generations Act, sustainable development principles, communication and engagement, safeguarding, corporate parenting and community cohesion.
- 1.9 The financial planning process continues to develop and has been developed alongside the new Corporate Improvement Plan which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach for the Council's Medium Term Financial Strategy, the investment priorities and savings required have been costed and included within the annual budget.

## **2. Strategic Context**

- 2.1 The Council's budget settlement continues to be adversely affected by the UK Government's austerity measures to significantly reduce public spending in order to address the UK's debt situation. The UK Government is no longer on course to balance the budget during the current Parliament and has formally dropped this ambition in a significant loosening of its fiscal targets. Public Sector net borrowing is now expected to fall more slowly, primarily reflecting weak tax receipts so far this year and a more subdued outlook for economic growth as the UK negotiates a new relationship with the European Union.
- 2.2 The UK Government is part way through significant cuts in spending on public services as it attempts to deal with the large hole in the UK's finances. As a result of its ongoing programme of austerity the funding provided to Wales in the Welsh block grant has reduced in real terms each year since 2009/10. Spending Plans set out by the Treasury set out further cuts. Wales is therefore looking at an extraordinary eleven or more years of retrenchment in public service spending. This means the requirement to continue to make savings will not stop and the Council must look at ever more challenging areas to realise savings.
- 2.3 The Autumn Statement included more than £400m of additional capital funding for Wales between 2016/17 and 2020/21 which will assist WG in supporting their investment priorities for new infrastructure, creating jobs and securing Wales' future prosperity. Additional revenue funding of £35.8m between 2016/17 and 2019/20 which includes £20m funding previously announced as a result of the apprenticeship levy means that the net increase is negligible.
- 2.4 Importantly, the UK Government is still to announce how it will make £3.5bn of cuts in 2019/20 – these could have a significant impact on the Welsh budget in the future, thereby perpetuating fiscal uncertainty. However, as the Chancellor did not make any cuts in 2017/18, there is scope to make a small number of additional revenue allocations.
- 2.5 This year the Welsh Government's budget process has been undertaken against the backdrop of unprecedented levels of uncertainty, following the outcome of the European Union referendum but also relating to the fiscal outlook, which presents a number of challenges.
- 2.6 The Welsh Local Government finance settlement has had a slight increase in their revenue funding for 2017/18 of £10m, this is the first increase in the settlement for Local Government since 2013/14. This represents an average increase of 0.2% for Councils

from 2016/17. When new responsibilities are netted off the settlement will show a slight decrease.

- 2.7 Overall the levelling out of reductions to the revenue settlement is clearly better than it has been over the last three financial years. However, local government spending pressures will total around £200m in 2017/18 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will be particularly tough for councils.
- 2.8 The role that Local Government services play in reducing the impact and cost pressures of other public services is recognised with additional funding included in the settlement for Social Services.
- 2.9 The local context affecting our funding and demand for services is heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. It has a higher than average elderly population that is predicted to increase at a rate that is significantly greater than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people to the County above retirement age.
- 2.10 Conversely the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people looking for further educational and career opportunities being the main contributors to this trend.
- 2.11 These factors in combination are presenting significant challenges. The provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance. Additionally, a consequence of an ageing population is the increased demand for more complex and therefore more expensive care support.
- 2.12 Having seen our funding protected through the funding "floors" for the last 3 years we welcome the recognition in the funding settlement that rural authorities incur additional costs to deliver services such as Social Services and are pleased to see the inclusion of adjustments to the formula through the implementation of the social services sparsity allowance. The phasing of this change over 2 years has been negated by further protection this year with the inclusion of a top-up.
- 2.13 Powys has a place on the Distribution Sub Group that advises Welsh Government and over a number of years this has been vital in bringing these issues to the fore. The Group continues to work on the formula looking at other costs such as Public, Home to School and Special Education Transport all of which are significant cost pressures for rural authorities.

### **3 Welsh Government Settlement**

- 3.1 The Final Settlement was received on the 21st December 2016. The Aggregate External Finance (AEF) figure was £170.028m which was a 0.5% or £0.394m reduction in grant after adjusting for transfers. The impact upon Local Government in Wales as a whole was an average increase in funding of 0.2%. This means that Powys has £1,287 of funding per capita, compared to the Wales average of £1,320.
- 3.2 The authority received a top up in funding to limit the reduction to 0.5% of £1.237m compared to the top in 16/17 of £1.952m.

3.3 Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in Table 1.

<b>Table 1 Key Indicators</b>	<b>All Wales</b>	<b>Powys</b>	<b>All Wales</b>	<b>Powys</b>	<b>All Wales</b>	<b>Powys</b>	
<b>Dataset</b>	<b>2016-17 Final</b>	<b>2016-17 Final</b>	<b>2017-18 Final</b>	<b>2017-18 Final</b>	<b>% Difference</b>	<b>% Difference</b>	<b>Rank</b>
Population - Projections	3,131,170	134,600	3,116,371	132,116	-0.5%	-1.8%	21
Pupil Numbers - Nursery and Primary	257,423	9,881	261,391	9,949	1.5%	0.7%	17
Pupil Numbers - Secondary in year groups 7-11	158,384	6,520	156,986	6,328	-0.9%	-2.9%	22
Free School Meals - Primary	47,125	1,027	46,265	998	-1.8%	-2.8%	14
Free School Meals - Secondary	27,664	654	27,055	638	-2.2%	-2.4%	10
Children in out of work families	138,700	3,300	133,400	3,100	-3.8%	-6.1%	21
Total IS/ JSA/ PC claimants - Under 65	129,068	3,034	106,468	2,366	-17.5%	-22.0%	21
Total IS/ JSA/ PC claimants - 65+	127,130	5,121	121,761	4,908	-4.2%	-4.1%	7
Total IS/ JSA/ PC claimants	256,860	8,178	228,789	7,291	-10.9%	-10.8%	11
SDA & DLA claimants	138,725	4,451	145,035	4,556	4.5%	2.4%	22

- 3.4 One of the key changes is the population projections. These have changed from the 2011 figures to the revised 2014 based projections. The impact for Powys is a 1.8% reduction or 2,484 people. The population number in total is used, in full or part, in 11 of the IBA's in the Green Book and the financial impact was estimated at a 'cost' of £1.07m by the Distribution Sub Group.
- 3.5 The number of pupils in Nursery and Primary Schools in Powys have increased and Powys was ranked 17<sup>th</sup> of all authorities. Pupil numbers increased by 68. The number of pupils in Secondary Schools in Powys has reduced by 192 and Powys was ranked bottom.
- 3.6 The number of Free School Meals for Secondary pupils has decreased by 16 pupils. Powys was ranked 10<sup>th</sup> in this category. For Primary School Free meals Powys was ranked 14<sup>th</sup> with a decrease of 29 pupils.
- 3.7 Four small grants were transferred into the Revenue Support Grant (RSG) and one financial commitment transferred out.
- 3.8 The Single Environment Grant has reduced by £241k. This has been recognised as a pressure for the service and is therefore included in the Financial Resources Model (FRM).
- 3.9 The Pupil Premium Grant has increase by £152k and is now £2.2m for 2017/18, while the Education Standard Grant has decreased by £41k and is now £5.5m for 2017/18.
- 3.10 The indicative amount for the Supporting People Grant currently £5.1m has been announced with no reduction in the level of funding.

#### 4 **Budget Strategy**

##### **Public Consultation**

- 4.1 Over the past few years the council has sought to engage residents in the decision making process around setting a balanced budget. The savings targets agreed at this

stage have then led to service managers needing to develop more detailed proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

4.2 The views of residents have been sought and received in a number of ways including:

- The Powys Budget Simulator
- Service Consultations
- Legislative Consultations

### **Conclusions**

4.3 There were research and consultation exercises conducted during the year on how to achieve budget savings for specific services like libraries, leisure centres, day care centres, household waste and recycling centres. Further consultation via the simulator provided clear evidence that residents are very much aware of the budget deficit issue and the need to make savings over the next three financial years.

4.4 However the awareness doesn't change the views expressed by a growing number of residents around how they feel savings could be found. There is a clear view being expressed that Powys has too many members, and that further savings on management costs and consultants could be made.

### **Key Conclusions from the Simulator Exercise**

4.5 There is a reluctance to see the services that provide for the more vulnerable in our society being cut. As per last year there was less appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and learning disability services also received lower cuts of just under 6% followed by waste and recycling with a cut of just under 7%.

4.6 There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements. This applied to both schools and environmental health in particular.

4.7 Residents are now seeing and stating that they have seen a decrease in the level of services provided by the council over the past year and satisfaction with the services that we provide overall as a council has decreased over the past five years.\*

\*Source – Residents Satisfaction Survey

4.8 There are hundreds of comments and ideas and suggestions about where efficiencies could or should be made which need further consideration once fully analysed into themes.

### **Members Seminars**

4.9 Members of the Council have again engaged in the budget planning process from the outset through a series of budget seminars. These seminars have looked at the development of the budget proposals throughout the year and all members have had the opportunity to consider, challenge and input into the process. Financial assumptions and settlement information have been shared with members and the impact on the budget modelled and considered. Members have been provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

## **Finance Scrutiny Panel**

4.10 The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, have been engaged in the budget process throughout the year and have reviewed the process and analysed the proposals as they have developed. They have also undertaken sessions with Cabinet members to scrutinise and challenge the budget and the underlying assumptions throughout its development.

## **5 Proposal – Revenue Budget 2017/18**

5.1 Underpinning the Council's budget plan and strategy is the Financial Resources Model (FRM), this model is continually reviewed and developed in formulating the proposal submitted today.

5.2 The proposed Net Revenue budget for the Council for the financial year 2017/18 is £240.6m. This includes the delegated schools' budget

5.3 The budget is underpinned by the revenue settlement received from WG which funds 70.6% of the council's net expenditure, in addition WG and other Government departments fund activities through specific grant. The remaining net expenditure is funded by Council Tax.

5.4 The proposal includes an increase in Council Tax of 4.50%, however this is not subject to approval as part of this report, as this is a matter for full council determination. However the report recommends the level of Council Tax to be included in the budget that goes to full Council on 23<sup>rd</sup> February 2017 with Council Tax setting being considered by a separate full Council on the 7<sup>th</sup> March 2017.

5.5 Should this level of increase be changed the financial impact will be as follows:-

- 0.25% change       £168k
- 0.50% change       £336k
- 1.00% change       £673k

5.6 The model is developed within the framework of the Medium Term Financial Strategy attached as Appendix 1. The MTFS is influenced by the overall framework, this includes consideration of the Corporate Improvement Plan, the Powys One Plan and a range of issues including community needs and residents' views, financial and inflationary pressures, performance and regulatory reviews from Welsh Audit Office, Estyn and Care and Social Services Inspectorate Wales (CSSIW). As a result it takes account of external as well as local issues.

5.7 The FRM shows a balanced budget for 2017/18 and is attached as Appendix 2. The specific details of the assumptions and items included are provided in the sections below.

5.8 Inflationary pressures have been considered across services and £0.909m has been provided to meet these additional costs, the majority of this funding provides for the 1% pay award.

5.9 A number of small grants have transferred into RSG totalling £115k for Blue Badge, Delivering Transformation and the Food Hygiene Rating Scheme.

5.10 The proposal identifies and includes investment and service pressures of £13.621m, this demonstrates that the budget takes a balanced approach. In summary:



- There is a fixed annual amount for the pension fund liability of £300k, rising from £250k in 2016/17, with an additional amount needed for future auto enrolment into the pension fund totalling £374k. The actuarial revaluation of the pension fund will require an additional £750k each of the next three years.
  - The council must fund the transformation of services across the organisation. It is important to recognise the need for additional resources to manage the change effectively and therefore £747k has been included to support the change programme.
  - The Authority is required to pay into a combined fire service fund in accordance with the Mid and West Fire Service (Combined Scheme) Order 1995, Part IV. Powys is one of six authorities contributing to the fund. Despite collective discussions the Mid and West Wales Fire and Rescue authority have increased the annual levy by 1%. This means the Powys County Council budget has to meet an additional unfunded pressure of £170k because of Mid and West Fire Service's decision.
  - The Apprenticeship levy is a UK Government employment tax that will come into force in April 2017. All Employers with a pay bill of more than £3m each year will pay the levy. The levy rate is 0.5% of pay bill, for Powys this is estimated at £600k and this payment has been included in the budget proposal. It is expected that the Council will access this funding or support through the Welsh Government Apprenticeship Programme but as yet this is unclear and we await further guidance
  - Cabinet have agreed revenue base funding for Adult Social Care totalling £5.586m but this figure will be reduced by the savings target of £2.208m giving a net funding increase of £3.378m.
  - Additional funding for schools has been included £1m for allocation via the formula and an additional £0.8m for out of county placements. The MTFs also includes an additional £1m per annum for its three years given a proposed investment of £6m over its lifetime to increase standards,
- 5.11 Cabinet supported the Budget Recovery Plan that was presented on the 20th December, 2016, with a number of recommendations taken forward into 2017, they will be monitored through an action plan and regular updates. The report noted that Adult Social Care (ASC) had potential service pressures of over £10m, in part relating to the impact of service demand and non-delivery of savings from previous years.
- 5.12 The service will deliver a full Transformation Plan for ASC that provides a clear vision of the service transformation through to 2021, it will include a review of the base budget and a rigorous review of growth and service pressures and confidence in delivery of future savings targets.
- 5.13 Cabinet have agreed revenue base funding for ASC totalling £5.586m however this figure will be reduced by the already agreed savings target of £2.208m leaving a net funding increase of £3.378m. This represents a 6% increase in net budget. In addition a specific reserve of £2.75m will be set aside, but only accessible through the virement process, with demonstrable evidence of need and supporting business case. The reserve is a key part of the overall budget.
- 5.14 It is essential that the overarching budget strategy brings together the Revenue and Capital budgets alongside the policy on Reserves. The approach links these three key elements to form the foundation of our financial plans. The Revenue Budget proposed

includes these considerations with provision for the financing of capital and proposals around reserves.

- 5.15 In order to produce a balanced budget for 2017/18 and the two future years over the period of the strategy, savings of £26m are required and services were targeted with identifying proposals to deliver them. A balanced budget has been achieved within the first two years, but an additional £7.250m is required in 2019/20, a saving plan will be developed through 2017 with an approach for more targeted and transformational savings rather than a blanket reduction across all services.
- 5.16 The service proposals for 2017/18 and the following 2 years have been included in the budget plan and are provided in detail in Appendix 3.
- 5.17 Many of the proposals have already commenced following approval in last year's budget. The continuation of the progress already made will produce further savings in 2017/18 and future years.
- 5.18 The proposals include:-
- A greater emphasis on a more transformational approach to service change in order to work within a reducing funding envelope.
  - New delivery models are being created including, where appropriate, integration with the Powys Teaching Health Board.
  - Review our use of property to maximise the opportunities for shared service delivery whilst reducing our property portfolio to eliminate unnecessary cost, and increase capital receipts.
  - Where possible and appropriate, maximise the recovery of costs (particularly in areas where alternative service provision is available).
  - Consider further partnership working in order to increase efficiency and reduce cost.
  - Identify services that may be no longer appropriate or required.
  - Develop a community delivery approach to service delivery via the Stronger Communities Programme Board and our partners.
  - Review third party spend so that contracts and specifications are appropriate and proportionate and meeting our priorities.
  - Through regional and hub partnerships within ERW implement the national model for school improvement.
  - Continue to restructure our services for additional learning needs, inclusion and behaviour through implementation of the revised Strategy for Special Educational needs.
  - Implement the change in the school age of admissions policy
  - Implement the School Transformation Policy and revised methodology for reviewing schools to ensure quality leadership, teaching and learning, affordability and sustainability in all phases of education.
  - Implement the 21st Century School Capital Programme.
  - Pass on to schools delegated budgets all increases or reductions which relate to changes in pupil numbers.
  - The redesign of our Social Care services and management structures including the de-commissioning of services. Where there is value to be added we will work regionally to improve purchase power and make better use of specialist skills where critical mass does not exist in Powys.

- Continue to build on the success of our early intervention and prevention approach with well-defined and integrated care pathways, including a joint approach with Powys teaching Health Board and other partners such as the third sector.
- By developing a new contract with our citizens / communities, we will set clearer eligibility criteria designed to support those people most in need alongside full cost recovery access model to services such as income generation (where a client can afford more) and direct payments.

## 6.0 Reserves

- 6.1 The Reserves Policy establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 6.2 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's Budget setting process.
- 6.3 The level of reserves held and their forecast use in 2016/17 is reported monthly to Cabinet as part of the budget monitoring report and the table below reports the opening and projected balance of the reserves held as at 31<sup>st</sup> December 2016.

Summary	Reserves 01/04/16 Surplus/ (Deficit) £'000	Forecast Addition to/ (Use of) reserves £'000	Projected 31/3/17 Surplus/ (Deficit) £'000
General Fund	10,285	(1,090)	9,195
Projected Overspend		(4,597)	(4,597)
	<b>10,285</b>	<b>(5,687)</b>	<b>4,598</b>
<b>Ringfenced &amp; Specific Reserves</b>			
Budget Management Reserve	3,984	(610)	3,374
Specific Reserves	1,881	(418)	1,463
21st Century Schools Reserve	6,734	(1,692)	5,042
Invest to Save & Corporate Initiatives (inc JE)	8,673	(1,195)	7,478
Insurance Reserve	1,965	(23)	1,942
Transport & Equipment Funding Reserve	5,054	(42)	5,012
<b>Sub-Total</b>	<b>28,291</b>	<b>(3,980)</b>	<b>24,311</b>
Schools Delegated Reserves	2,810	(2,075)	735
School Loans & Other Items	(417)	55	(362)
Projected Underspend		(79)	(79)
<b>Net School Delegated Reserves</b>	<b>2,393</b>	<b>(2,099)</b>	<b>294</b>
<b>Total Ringfenced &amp; Specific Reserves</b>	<b>30,684</b>	<b>(6,079)</b>	<b>24,605</b>
<b>Housing Revenue Account</b>	1,385	(384)	1,001
Projected Underspend		73	73
	<b>1,385</b>	<b>(311)</b>	<b>1,074</b>
<b>Total Revenue Reserves</b>	<b>42,354</b>	<b>(12,077)</b>	<b>30,277</b>

- 6.4 A risk based assessment has been carried out for the S151 Officer to review the level of reserves held and to assess if this level is appropriate when tested against the budget proposals. The strategy identified in last year's budget to replenish these reserves has been subject to review as part of the process.

- 6.5 The replenishment of reserves previously used to fund the wind farm appeals was delayed in last year's budget but this replenishment is proposed to be reinstated in the 2017/18 budget.
- 6.6 The Budget Management Reserve was put in place to set aside funds to assist in 'smoothing' a budget over the medium term. Last year's budget included a temporary draw of £500k from this reserve to balance the budget. The proposal for 2017/18 again includes the use of £300k of this reserve to fund the gap due to the non-closure of the Household Waste Recycling Centres.
- 6.7 For 2017/18 the Budget Management Reserve will be considered alongside the general fund reserve in assessing the level of general reserve available. The council faces a continuing financial challenge and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of savings and risk in the future.
- 6.8 The use of reserves and the levels at which they are maintained are determined on an annual basis as part of the Council's Budget setting process. The budget and MTFs to be approved at Council in February 2017 will confirm that the council should continue to retain a policy of a minimum general reserve provision in excess of 3% and it will also propose to utilise part of the Corporate Initiative Reserve – Equal Pay to:
- Set up a specific reserve of £2.75m for Adult Social Care.
  - Fund School Severance Costs for change in age admission up to £1.1m
- 6.9 Reserves previously set aside to support the Capital Programme will continue to be used in 2017/18, namely the 21<sup>st</sup> Century Schools Programme and the Transport and Equipment Fund. However the use of these reserves for these purposes could be reviewed and alternative funding methods identified.
- 6.10 The Reserves position will be monitored carefully on a monthly basis as the financial year progresses. Under Section 26 of the 2003 Local Government Act an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

## **7.0 Impact Assessment**

- 7.1 All budgetary proposals carry associated impacts – whether it is an impact on service delivery, equality and poverty, Welsh language, well-being of future generations, safeguarding, or a combination of any or all of these. The level of savings required for this year and the next two years of the MTFs is considerable and requires robust consideration regarding their impact. There must be an appropriate balance struck between, on the one hand being aware of the impact and seeking to avoid or mitigate adverse impacts and, on the other, the benefit gained from making the saving. It is therefore inevitable that a certain, manageable amount of risk is inherent within the budget.
- 7.2 Impact Assessments have been undertaken for all budget proposals and these have informed and assisted the Cabinet in forming the proposed budget.
- 7.3 Details of the process and the considerations involved are included within the Medium Term Financial Strategy. Risks identified within the impact assessments will be monitored in service risk registers or the corporate risk register going forward. The

corporate risk register is reported to Cabinet, Management Team and Audit Committee on a regular basis and forms part of on-going monitoring of impacts and risk.

## 8.0 **Proposal – Capital Budget 2017/18 to 2019/20**

- 8.1 Capital investment remains important as the council continues to renew its core infrastructure. Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the effect of better infrastructure to deliver services.
- 8.2 Capital investment also has a significant input into the delivery of revenue savings and it is essential that both budget strategies are developed in tandem.
- 8.3 The Capital Strategy is attached as Appendix 4. The Strategy sets out the priorities for the next 3 years with the Capital Programme totalling £164.287m. This is a significant commitment.
- 8.4 The major changes from the previous year’s capital programme, approved in February 2016, are the inclusion of the following projects which are highlighted in the capital programme, which is Appendix 1 in the Capital Strategy.

	£
• Bronyrefail Bridge	0.20m
• Highways (HAMP)	11.85m
• Depot Consolidation	0.55m
• County Farms	1.50m
• County Hall External Fabric	0.15m
• Libraries Self Service Terminals	0.19m
• Byway Programme	0.48m
• ICT Replacement Infrastructure	<u>0.84m</u>
	15.74m
• Removal of the funding for the Mid Powys School	<u>-17.60m</u>
Net Savings	1.86m
• Commitment to fund the next phase of the 21 <sup>st</sup> Century School Modernisation in 19/20	22.50m

- 8.5 A further £56.271m is included for the Housing Revenue Account (HRA). The HRA priority is the Welsh Housing Quality Standard Programme with the standard to be achieved by March 2018.
- 8.6 The Council’s Capital budget for 2017/18 is proposed at £65.099m and in addition the Housing Revenue Account Capital Budget is proposed at £21.26m for 2017/18, the details of which are included in the Strategy in Appendix 4.
- 8.7 The FRM includes an increase in the 2018/19 and 2019/20 budgets to support the prudential borrowing requirements of the capital budget.

## 9.0 **Prudential Indicators**

- 9.1 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full in Appendix 5. The tables include the 2015/16 actual figure, the original estimate and revised estimate for 2016/17, as well as the indicators for the next three years, up to 2019/20.

- 9.2 The key indicators of affordability are the estimate of the ratio of financing costs to net revenue stream (Table 1) and the estimates of the incremental impact of capital investment decisions on the council tax (Table 2). The incremental cost on the council tax is £42.40 per band D property by 2019/20, of this £40.45 is due to prudential borrowing. This borrowing is shown in the medium term plan as revenue funding for prudential borrowing. The ratio of financing costs for the council fund shows a slight increase from 4.31% in 2015/16 to 5.28% by 2019/20.
- 9.3 The incremental impact on Housing Rents (Table 4) increases from £1.86 in 2017/18 to £6.78 by 2015/16 of this £6.65 is for Prudential Borrowing. This is in line with the Business Plan submitted to WG in December. The amount of the HRA income required to pay for financing increases from 25.07% in 2015/16 to 27.3% by 2019/20.
- 9.4 The Capital Financing Requirement (CFR) is shown in Table 5 and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that is not yet been financed by capital receipts, capital grants or contributions from revenue.
- 9.5 The CFR was £224m in 2015/16 and will rise to £382m by the end of 2019/20 of this £109m is estimated to be HRA debt. The level of external debt is lower than the CFR reflecting the current Treasury Management policy to internally borrow via reducing investments. The actual external debt at 31<sup>st</sup> March 2016 was £226m.
- 9.6 Table 8 shows the gross debt of the authority against the CFR. This demonstrates that the authority is only borrowing for a capital purpose because the gross debt is below the CFR
- 9.7 The Operational Boundary (Table 7) and Authorised Limit for External Debt (Table 6) both reflect the current Treasury Management policy and are set at a level to be affordable as well as prudent.
- 9.8 The Council under the International Financial Reporting Standards (IFRS) has had to recognise a number of leases as Finance Leases. This change in accounting policy has led to the creation of a long term liability.
- 9.9 It is recommended that the level for the Authorised Limit is set at £452.7m. Members are asked to note that the Authorised Limit determined for 2017/18 will be the statutory limit under Section 3(1) of the Local Government Act 2003.

## **10.0 Medium Term Financial Strategy 2018/19, 2019/20**

- 10.1 The Medium Term Financial Strategy attached as Appendix 1 provides the framework for future budget modelling and the FRM incorporates the details of the budgetary impact. The FRM (Appendix 2) already builds initial budgets for the following years and the model currently assumes continuing reductions in funding of 2.5% in 2018/19 and 2019/20.
- 10.2 Forecasting inflation includes a number of assumptions. It is assumed that the pay award will be at 1% for both 2018/19 and 2019/20.

- 10.3 Council tax increases of 3.75% are currently included for 2018/19 and 2019/20.
- 10.4 Service pressures are included at £5.595m for 2018/19 and £5.075m for 2019/20.
- 10.5 These factors will have a real terms cut in the Council's spending power and further savings have to be identified to produce a balanced budget. On the current modelling these amount to £9.154m in 2018/19 and £7.250m in 2019/20.

### **11.0 Timetable of Key dates**

7 <sup>th</sup> February 2017	Cabinet agree Budget, Medium Term Financial Strategy, Capital Strategy and proposed Council Tax.
23 <sup>th</sup> February 2017	Council approve Budget, Medium Term Financial Strategy and Capital Strategy.
7 <sup>th</sup> March 2017	Council set Council Tax.

### **12.0 Longer Term Strategy and the position to 2020**

- 12.1 Central government remains committed to eliminating the budget deficit and this will affect the level of funding received by Welsh Government. The policy of reducing the levels of public debt means Local Government in Wales can expect at least three more year of reduced grant income from Welsh Government.
- 12.2 It is vital we prepare for what is being termed as a 'new reality' for Local Government. We cannot be precise about how we will respond by the end of the decade but significant steps have been taken with a new vision in place supported by an agreed set of principles to underpin our approach to delivering Powys 2020.
- 12.3 The scale of the deficit reduction will drive huge change across the Council. Unless this change is funded appropriately and delivered the ability to set balanced budgets in future years will be significantly reduced given the relatively straightforward savings have already been taken in previous years.
- 12.4 It is evident that we are entering a new era for Local Government and the response is a new vision that emphasises a shift in the Council's approach. This is a longer term commitment to reshaping service provision working with communities as our approach to commissioning evolves. This will seek to support and sustain communities for the future by designing and delivering services with the community.
- 12.5 The remodelling of Council services to respond to reduced funding will also have to place developing the local economy at the heart of our strategy. This will play a role in our financial planning. By doing this we can seek to shift the balance of funding towards areas that we control so that we have some resilience to be able to absorb some of the estimated future reduction in Welsh Government funding.

### **13. One Powys Plan**

- 13.1 The budget has been developed this year within the framework of the Corporate Improvement Plan, a range of issues including community needs and resident's views, financial and inflationary pressures, performance and regulatory reviews from Welsh Audit Office, Estyn and CSSIW have all been considered. The resultant proposals are included in this plan, the council budget, and the One Powys Change Plan.

#### **14. Options Considered/Available**

14.1 A wide range of options were considered both at an individual service level and corporate level.

#### **15. Preferred Choice and Reasons**

15.1 The preferred choices are set out in this report.

#### **16. Local Member(s)**

Not applicable

#### **17. Other Front Line Services**

17.1 All Heads of Service, Strategic Directors and Portfolio Holders have been involved in the compilation of the budget proposals.

#### **18. Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)**

18.1 The Finance function has been closely involved in the process to support the identification and assessment of savings proposals.

18.2 Legal – The recommendations can be supported from a legal perspective

#### **19. Corporate Communications**

19.1 The content and implications of the budget, medium term financial plan and capital programme are of significant interest to residents and staff and should be communicated widely via proactive press release, website and social media as well as through internal channels, following decision.

#### **20. Statutory Officers**

20.1 The Strategic Director Resources (Section 151 Officer) comments as follows:

The Local Government Act 2003 requires an authority's Section 151 officer (for Powys this is the strategic Director Resources) to give a formal opinion as to the robustness of the budget estimates and the level of reserves held by the Council. Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person in this case the Strategic Director Resources as Section 151 Officer.

The budget has been produced within the framework of the established Medium Term Financial Strategy (MTFS). The overall process continues to be refined, developed and strengthened in order that the risk faced by Council as a result of reducing funding can be mitigated. For the 2017/18 budget a new development has been the production of an overall budget risk assessment by finance that builds on the previous years' approach.

A series of documents and policies now constitute the budget framework including the Reserve Policy. This has been set in consideration of a number of key factors such as the strengthened approach to risk management. The level of general reserves is in line with best practice as recommended by CIPFA and the Audit Commission. Even so, the position going forward will require reserves to be maintained at a prudent level. It is



evidence that given future pressure and the need to deliver savings the levels proposed in the budget and MTFs should not be reduced.

All local authority budgets contain risks and the key area is Adult Social Care where a specific reserve is proposed to mitigate the risk. The specific reserve is a key component of the overall budget strategy in order to provide assurance around adequacy of reserves. The continued provision of adequate reserves is essential.

It is evidence that other areas are also becoming an increased risk and this includes school reserves and their overall financial position. The school reserves are ring fenced but ultimately represent a potential council risk. The proposed MTFs goes some way to mitigating this issue with an overall £6m increase in funding over 3 years.

The budget is to be set at a time of continuing austerity with a future that is highly likely to see continuing reductions in funding. The council also faces significant pressures including increasing demand for services, most notably, but not exclusively in Adult Services. The proposed increase in council tax will help mitigate the position but it is evident that continuing service transformation and an overall review of resource deployment must happen.

The report presents a balanced budget for 2017/18 but the 2019/20 position indicates a gap between the anticipated funding and expenditure. It is essential that the Council strengthens its transformation programme to identify the savings opportunities to ensure balanced budgets are set in future years.

Taking all of the above into account the Section 151 Officer concludes the estimates used in the budget proposal for 2017/18 are adequately robust but significant risk remains. Based on the assessment of reserves (including the proposed adult social care reserve) the overall level is adequate but at the lower end of acceptability given the scale of savings required in the future.

## 20.2 The Solicitor to the Council (Monitoring Officer) has commented as follows:

The Report has been prepared in accordance with the requirements of the Local Government Act 2003 and the Local Government Finance Act 1992. In accordance with Section 25 of the 2003 Act, the Council must have regard to the advice of the Director of Resources (Section 151 Officer), as the Chief Finance Officer, regarding the robustness of the budget estimates and the adequacy of the financial reserves. This advice must be taken into account when considering the proposals in the Report and the recommendations from the Cabinet regarding the budget and the Council tax rate. In accordance with the Functions and Responsibility Regulations, agreeing the budget and setting the Council Tax rate under the 1992 Act is a matter for full Council. In accordance with Section 30 of the 1992 Act, the Council is required to set the Council tax for the next financial year on or before 11th March.

## **21. Members' Interests**

21.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>1. That the Medium Term Financial Strategy for 2017 to 2020 as set out in Appendix 1 to the report be agreed in principle.</b>	<b>To aid business planning and development of the budget over a three year period</b>
<b>2. That the proposed Revenue Budget for 2017/18 shown in the Financial Resource Model in Appendix 2 is accepted and recommended to full Council on the 23<sup>th</sup> February 2017.</b>	<b>Statutory Requirement</b>
<b>3. The proposed Capital Strategy for 2017/18 shown in Appendix 4 is accepted and recommended to Full Council on 23<sup>th</sup> February 2017.</b>	<b>Statutory Requirement</b>
<b>4. That a Council Tax increase of 4.50% is included in the budget that goes to full council on the 23<sup>th</sup> February 2017.</b>	<b>There is a Statutory Requirement to set Council Tax but the level is a matter for local determination.</b>
<b>5. The authorised borrowing limit for 2017/18 as required under section 3(1) of the Local Government Act 2003 be approved at £452.7m as set out in paragraph 9.9 of the report.</b>	<b>Statutory Requirement</b>
<b>6. The Prudential Indicators for 2017/18 are approved as set out in section 9 of the report and Appendix 5.</b>	<b>Statutory Requirement</b>

<b>Relevant Policy (ies):</b>	
<b>Within Policy:</b>	<b>Y</b>
<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	<b>Chief Executive</b>
<b>Date By When Decision To Be Implemented:</b>	<b>1<sup>st</sup> April 2017</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Email:</b>
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk

**Background Papers used to prepare Report:**

Provisional Settlement  
Final Settlement

**List of Documents**

Appendix 1 Medium Term Financial Strategy  
Appendix 2 Financial Resource Model  
Appendix 3 Budget Savings  
Appendix 4 Capital Strategy  
Appendix 5 Prudential Indicators  
Appendix 6 Reserves Policy

This page is intentionally left blank



**Powys County Council's**

**Medium Term Financial Strategy**

**2017 to 2020**

## **Foreword by the Leader**

In last year's Medium Term Financial Strategy (MTFS) I noted that the setting of the budget and medium term financial strategy in the face of continuing reductions in grant income from Government remains the most critical challenge facing Powys County Council. It is evident that little has changed in the intervening year to adjust this view.

The final settlement from Welsh Government confirms that the unique pressures of delivering services in rural areas is recognised. I am pleased to see the inclusion of adjustments to the local government formula through the implementation of the sparsity allowance. This has not provided 'extra' funding as there is little doubt that without this change we would have seen further support from the funding 'floor' that minimizes the impact of grant reductions. However it does mean there is a fairer distribution of funding and when the second phase is implemented in 2018/19 Powys will have a clearer and more transparent funding settlement from Welsh Government. Even so, we remain bottom of the funding league table due to population changes and other factors that impact on the amount of money we receive.

Welsh Government does not receive longer term indication of its funding from Westminster and as a result the Strategy seeks to make a realistic assessment about future funding levels. The new Chancellor has adjusted his predecessor's financial policy framework but even so the position will remain challenging.

The 2017/18 budget proposal seeks to protect front line services wherever possible and includes additional funding for schools of £1m. The pressure faced by social care services is recognized and the budget allows for additional funding but the challenges presented by service delivery in a sparsely populated rural area remain a significant issue.

This year's MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. Our vision is a Council that places working with our communities at the heart of its response and 'Stronger Communities in the Green Heart of Wales' underpins this approach. This along with a Corporate Improvement Plan provides the framework to deliver services over the medium term.

Over the previous year greater stability has been provided by Welsh Government's announcement to seek greater collaboration rather than changing local government structures. We were already fortunate to have recognition that we had a unique position in Wales with the same boundary as our single Local Health Board. The future will see closer working develop whilst remaining separate organisations.



**Barry Thomas,  
Leader of Powys County Council**

## **Introduction**

This document is the financial strategy for Powys County Council for the period 2017 to 2020. It has been developed as part of the overall strategic planning process alongside the Corporate Improvement Plan which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2017/18, and indicative budgets for the following 2 years to March 2020. This means the Council has an on-going financial plan to enable service transformation within a realistic estimated funding envelope.

This financial strategy includes all Council services and activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 3 year Financial Resourcing Model (FRM) attached as Appendix 2 and a 3 year Capital Strategy (Appendix 4).

The FRM sets out how a balanced budget will be delivered for 2017/18, however, this position is reliant on the delivery of £9.6m savings during the year.

The FRM identifies the requirement for further savings of £16.4m over the remaining period of this strategy. Given that local government does not have funding data from Welsh Government beyond 2017/18, this assessment is based on indicative figures and work undertaken by the WLGA and the Institute for Fiscal Studies focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best possible available information. However, forecasting for future years is difficult to predict with any great certainty and is subject to multiple internal and external influences. Even so, it is highly likely the reducing funding for Powys will continue because of population changes and the continuing reductions in national funding.

## **Strategic Context**

### ***Economic and Demographic Context***

The Council's budget settlement continues to be adversely affected by the UK Government's austerity measures to significantly reduce public spending although the approach being taken by the current administration signals a less steep reduction in funding.

The UK Government will no longer seek to balance the budget during the current Parliament and has formally dropped this ambition in a significant loosening of its fiscal targets. Public Sector net borrowing is now expected to fall more slowly, primarily reflecting weak tax receipts so far this year and a more subdued outlook for economic growth as the UK negotiates a new relationship with the European Union.

Economic Forecasts project growth to be confirmed at 2.1% in 2016 (down from the OBR forecast before the EU referendum), 1.4% in 2017, 1.7% in 2018, 2.1% in 2019 and 2% in 2020.

The spending plans set out in the 2015 Spending review are to remain in place.

Day-to-day spending is set to fall by £18 billion or 6% between 2015/16 and 2019/20 in real terms, meaning that many departments will see budget reductions. Some departments are protected from spending reductions, including the NHS, some schools spending, defence spending and the international development budget. This means that other departments have seen larger reductions, in many cases on top of reductions seen over the previous Parliament.

The UK Government is part way through significant cuts in spending on public services as it attempts to deal with the large hole in the UK's finances. As a result of its ongoing programme of austerity the funding provided to Wales in the Welsh block grant has reduced in real terms each year since 2009/10. Spending Plans set out by the Treasury set out further cuts. Wales is therefore looking at an extraordinary eleven or more years of retrenchment in public service spending.

The Autumn Statement included more than £400m of additional capital funding for Wales between 2016/17 and 2020/21 which will assist Welsh Government in supporting their investment priorities for new infrastructure, creating jobs and securing Wales' future prosperity. Additional revenue funding of £35.8m between 2016/17 and 2019/20 which includes £20m funding previously announced as a result of the apprenticeship levy means that the net increase is negligible.

Importantly, the UK Government is still to announce how it will make £3.5bn of cuts in 2019-20 – these could have a significant impact on the Welsh budget in the future, thereby perpetuating fiscal uncertainty. However, as the Chancellor did not make any cuts in 2017-18, there is scope to make a small number of additional revenue allocations.

This year the Welsh Government's budget process has been undertaken against the backdrop of unprecedented levels of uncertainty, following the outcome of the European Union referendum but also relating to the fiscal outlook, which presents a number of challenges.

The Welsh Local Government finance settlement has had a slight increase in their revenue funding for 2017/18 of £10m, this is the first increase in the settlement for Local Government since 2013/14. This represents an average increase of 0.2% for Councils from 2016/17. When new responsibilities are netted off the settlement will show a slight decrease.

Overall the levelling out of reductions to the revenue settlement is clearly better than it has been over the last three financial years. However, local government spending pressures will total around £200m in 2017/18 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will be particularly tough for councils.

The role that Local Government services play in reducing the impact and cost pressures of other public services is recognised with additional funding included in the settlement for Social Services.

Capital Funding has increased slightly.



The local context affecting our funding and demand for services is heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. It has a higher than average elderly population that is predicted to increase at a rate that is significantly greater than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people to the County above retirement age.

Conversely the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people looking for further educational and career opportunities being the main contributors to this trend.

These factors in combination are presenting significant challenges. The provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance. Additionally, a consequence of an ageing population is the increased demand for more complex and therefore more expensive care support.

Having seen our funding protected through the funding "floors" for the last 3 years we welcome the recognition in the funding settlement that rural authorities incur additional costs to deliver services such as social services and are pleased to see the inclusion of adjustments to the formula through the implementation of the social services sparsity allowance. The phasing of this change over 2 years has been negated by further protection this year with the inclusion of a top-up.

The work undertaken by the Local Government and Welsh Government joint Distribution Sub Group has been vital in bringing these issues to the fore, this is only the start and we would welcome further work on the formula looking at other costs such as Public, Home to School and Special Education Transport all of which are significant cost pressures for rural authorities.

## **Delivering the vision for Powys 2020: Corporate Improvement Plan 2016/20**

The Council's considered response to the challenges that it faces is captured in the Corporate Improvement Plan that sets out what the Council will look like and how public services will be provided by 2020. It envisages 'strong communities in the green heart of Wales' that are vibrant, economically active and work in partnership with the Council to deliver services locally.

It details how the council will meet its citizen, service and financial obligations over the medium term in a deliverable and sustainable way. To deliver this vision, the Council has established four key priorities. They are:

### **1. Services delivered for less – remodelling council services to respond to reduced funding**

#### **What difference do we plan to make?**

- Better value for money for our citizens.

- Effective, efficient and sustainable services.
- Local communities are better able to provide services for themselves
- More local suppliers are being used in our contracts, either directly or through the supply chain.
- Powys benefits from the council trading its professional expertise
- Customer requirements are more easily met using digital technology

### **Why did we choose this priority?**

We need to find a way of dealing with increased demand and expectations on some of our services while spending less than we do now. This means taking a fresh look at how we deliver services rather than simply carrying on doing what we did in the past so that we meet people's needs in the most appropriate and cost effective way. This process is part of our commissioning approach.

This may mean re-designing a current service or working with a partner so that they provide the service on our behalf. In the future the council will be smaller with people employed by other organisations, such as the voluntary sector, town and community councils, not-for-profit organisations or commercial enterprises.

## **2. Supporting people in the community to live fulfilled lives**

### **What difference do we plan to make?**

- Communities will take a greater role in supporting carers and the cared for.
- Older people will feel:
  - Supported, independent, safe, dignified and connected
  - A valued member of their communities
  - Informed and empowered to make choices about their support and care
- Carers:
  - Are able to maintain employment, education and training where they choose
  - Have good physical, emotional and mental health
- People with a learning disability:
  - Have improved health and well-being
  - Receive services that meet their needs and enable them to maximise their independence and live in the community of their choice
  - Have improved opportunities for valued occupation including paid employment
  - Experience smooth and effective transitions from childhood to adulthood
- Children and families:
  - Feel safe and supported in their lives
  - Are empowered to make the best decisions
- Suitable housing for everyone in Powys is ensured.

### **Why did we choose this priority?**

The good news is that people are living longer. But this does put more pressure on our services for older people. As people live longer, their care needs are likely to cost more money.

We need to move away from traditional based services which are expensive and not built around the personal requirements of those in need. We need to ensure that the homes we provide for older people meet the needs of this generation of vulnerable older people. Our aim is to design new services with our partners that promote prevention and personal control which are community based. We need to build on our current commissioning relationship with the health board and the voluntary sector to design and deliver services that promote independence and alternatives to institutional care. We will need to develop the local care economy to make this possible. This will contribute to the long-term sustainability of our communities by providing employment and training opportunities.

### **3. Developing the economy**

#### **What difference do we plan to make?**

- A thriving tourism economy with increased day and stay visitors taking advantage of outdoor activity opportunities and festivals, and increasing spend.
- A dynamic, driven and confident council that finds and exploits opportunities for increasing the Powys economy.
- A county that is recognised as a great place to live, work and play which is known for its amazing scenery, as a place for outdoor life and interesting and cultural events and festivals.
- An increased population of high earners and professional who live in Powys and either work in the county or from home for organisations elsewhere in the world.
- A larger percentage of small to medium sized growth businesses in industry sectors that contribute to the prosperity of the county.
- Opportunities, including appropriate training and apprenticeships are available and accessible, ensuring workforce skills are aligned to the skills needs of businesses.
- A safe, efficient and reliable transport service and network that enables people and businesses to travel safely to their destination

#### **Why did we choose this priority?**

A healthy and enterprising economy is essential for sustaining communities which is why economic development is one of our top priorities. In addition, a healthy economy contributes to reduced deprivation and in turn helps create a healthier community. Low levels of economic activity have contributed to the number of young people who leave in search of opportunities elsewhere and don't return. This has had a direct impact on services such as schools, as the number of young people in our county declines. It also affects the supply of people in the local workforce and on the ability of successful local businesses to grow within the county.

Traditional approaches to regeneration have not secured sufficient economic growth. Our new Economic Development Strategy will focus upon how we can support the local economy, particularly in respect of jobs and growth. For example, through using our land ownership and influence to promote economic activity in all sectors, and through the decisions we make in respect of the improvement and maintenance of our existing housing stock and the development of new homes.

We will work with partners including Ceredigion County Council, in order to maximise the benefits of being identified as one of four economic regeneration regions in Wales by the Welsh Government now known as Growing Mid Wales. Given the importance of activity across the border with England we will also work closely with the Marches Local Enterprise Partnership (LEP) to maximise cross border regeneration and economic development opportunities.

Improved transport links and access to superfast broadband will make Powys an attractive proposition to invest in, or to relocate to. That's why we are already lobbying for, and securing, investment in infrastructure that will encourage growth, including an hourly service on the Cambrian railway line, the Newtown Bypass and working with BT to introduce high speed broadband to rural communities.

- 41% of people are in full time employment in Powys.
- Within the next 5 years, an estimated 7,600 young people will need a job, unless they leave the county. If you also take into account the number of unemployed people (3,207), this means that there may potentially be 10,000 jobs required over next 5 years.
- GVA and GDP in Powys are both quite low. In 2012 GVA per head in Powys was £12,999. Powys has the lowest GVA in Wales and Great Britain and the gap continues to widen.
- Powys's median gross weekly full pay of £425 is lower than both Wales (£479) and the UK (£518).
- Although we have the worst internet speeds, 3 and 4G mobile coverage in the UK, people are using the internet and are not digitally excluded.

#### **4. Learning – Improving learner outcomes for all, minimising disadvantage**

##### **What difference do we plan to make?**

- Our learners will be supported to achieve their potential in a modern learning environment.
- Access to Welsh medium education will have improved.
- The needs of the local economy will be reflected in the range of attractive courses on offer to pupils in Powys.

##### **Why did we choose this priority?**

We want Powys to be an attractive place for young people to learn and progress into work with ambition to succeed. In the past the county has been rightly proud of the academic achievement of its young learners. However, there are many Powys pupils whose attainment could be better, especially those from low income households.

Transforming skills and learning is a key aim of the council to make sure all children and young people are supported to achieve their full potential.

To succeed in our ambition we need first class teaching, high quality leadership, and appropriate class sizes with a fair distribution of resources.

Although many of our schools are highly regarded it's clear that the quality of most of our school buildings are no longer suitable for education in the 21st century. Our young people demand the investment to compete with other parts of the country. We need to provide modern learning environments to take advantage of the latest technology.

It is in everyone's interest that the council's focus is on driving up the attainment and ambition of the majority of its pupils with a special emphasis on those from more disadvantaged backgrounds. We must also provide stimulating learning environments for our able and gifted students and provide improved access to Welsh medium education.

To be successful we must ensure that our schools can offer the range of courses that are both attractive to our pupils but also meet the needs of the local economy. This way we can attract investment and economic growth from within.

### **Budget Strategy and Principles**

The Council's Budget Strategy centres on the Council's vision and the four organisational priorities that aim to meet the challenges presented by the combination of reduced funding and service pressures.

In 2014 the Cabinet adopted a set of Budget Principles which provide a greater link between the Council's Vision, the key corporate plans and the use of resource. The budget principles are key in order to deliver our priorities and achieve our efficiency targets by shaping our decisions to allocate resources.

The budget principles are as follows:

- Valued Services- in future services must support the Council's outcomes. Those that don't will have to be provided by others
- Supporting the Vulnerable - Scarce resources mean we must focus on the truly vulnerable not those who have historically received support and services
- Local Delivery – Services delivered within communities by communities are more responsive and efficient
- Personal Responsibility – Nationally we must move from the entitlement culture; our population and our employees will be encouraged to take more control of their lives and take on greater responsibility
- Value for Money – the council must look for value for money in everything it does

- Improving Productivity – once the preserve of private enterprise productivity and performance now matters in the public sector.

These principles remain in place and underpin and shape our budget. In addition, the Council reviews its governance arrangements as a key part of its business and financial planning process. This helps us shape the organisation's directorates to deliver the Corporate Improvement Plan and realise the Powys 2020 vision.

## **People Directorate**

Our people services include adult social care and children's services. These services are developing a number of 'whole system' approaches both within the services, the council and in our work with partners in order to make our contribution to the Council's savings requirements. By 'whole system' approach we mean that we look at the broader picture of what is being delivered to service users as a whole and work to redesign our approach so that each component part of service delivery compliments and contributes to the overall service delivered and improves the impact and service users experience.

## **Schools Service**

Our schools service has an overall annual budget of approximately £99m, £69.8m of which goes directly to schools and forms their delegated budget. An additional £9.5m per annum is used to provide home to school or college transport.

Transforming learning and skills is one of the five main themes of the One Powys Plan. We are committed to ensuring that "All children and young people are supported to achieve their full potential".

We must strive towards improving the performance of our schools and standards in terms of learner outcomes and well-being to ensure that Powys Local Authority, its schools and learners are amongst the highest performing in Wales.

At all times we must work to ensure the impact of budget reductions on the achievement, attainment and well-being of our children and young people is minimised.

## **Place Directorate**

Our place services include recreation and leisure, highways, housing, transport and waste, property, regeneration, regulatory services (trading standards for example) and commissioning. These are front line services, many of which are highly valued and essential to health and wellbeing.

We will seek to achieve maximum efficiency and effectiveness whilst remaining within the allocated budget.

## **Resource Directorate**

The Directorate provides a range of corporate services such as strategic planning, finance, Customer Services, ICT, payroll and business intelligence. The focus is on changing the services delivered by working with the rest of the organisation to determine service levels and areas for priority support. There will be a requirement to demonstrate value for money and this will require the assessment of alternative models of service provision either through collaboration or in partnership with other providers.

## **Revenue Budget Funding**

The Council's net revenue budget is funded from Welsh Government (WG) Grant (including redistributed business rates), locally generated income and Council Tax income.

The Final settlement was announced on the 21st December 2016.

The Welsh Government (WG) will fund 70.6% of the Council's 2017/18 net revenue budget, compared to 71.9% in 2016/17 and 73.2% in 2015/16. The funding is provided in a settlement known as Aggregate External Finance (AEF).

The AEF has increased slightly across Wales by an average of 0.2%. Powys along with one other Authority received the lowest settlement in Wales with a 0.5% decrease, equivalent to a decrease in funding of £0.394m after adjusting for transfers.

Powys has £1,287 of funding per capita, compared to the Wales average of £1,320 and the year on year change ranks 19th out of all the Unitary Authorities.

Powys' settlement sees a favourable change through the implementation of the social services formula and less favourable changes in pupil numbers and population projections. The underlying reason for Powys' reduction in the settlement is the inclusion of one-off top-up funding provided outside of the Settlement for 2016-17, which has been included in the base year for comparison with 2017-18. Powys Settlement includes £1.2 million of additional top-up funding afforded to two local authorities.

The AEF for Powys for 2017/18 totals £170.028 million and consists of the following:

- Revenue Support Grant (RSG) totalling £126.177m
- Non Domestic Rates (NDR) totalling £43.851m. Powys collects rates from business ratepayers on behalf of WG. It is then redistributed to local authorities in proportion to resident population over 18.

The settlement for 2017/18 does not include any specific requirement to protect the funding of any individual service.

For 2017/18 a Council Tax increase of 4.50% for a Band D property has been included in our planning assumptions. This represents an increase of £49.05 per

annum and a Council Tax of £1,139.11. Powys continues to remain below the previous year average for all Welsh authorities.

### **Housing Revenue Account**

The authority exited the Housing Subsidy in April 2015. The 11 Welsh local authorities which have retained their social housing stock all exited the Housing revenue subsidy system from 2<sup>nd</sup> April and became self-financing. The change enables councils to retain all the rental income they receive from tenants.

The Councils holds 5,375 units of Housing stock. The proposal for Housing rents is to increase by 2.5% plus £0.96 in line with the Welsh Government policy for Social Housing Rents. This equates to an average increase of £2.93 per week or 3.7%.

### **Grants**

In addition to RSG and Council Tax raised the Council receives income from specific grants and income from fees and charges. These form part of the gross budget which is an indication of overall spending power. The general direction is to see these reduce in number in line with greater 'freedom and flexibility' that Welsh Government is seeking to provide. The further reduction in specific grants will provide a greater ability to bring a Powys dimension to large areas of expenditure.

In 2017/18 a further 4 grants will transfer into the RSG, these include:-

- Delivering Transformation £112.6k
- Blue Badge Funding £0.4k
- Deprivation of Liberty Standard £10k
- Food Hygiene Rating Scheme £1.8k

A number of grants have been combined into single grants.

- Six Children Services grants have been combined into one grant
- Five Education grants have been combined into two new grants with additional funding for a new grant for Delivery Support
- Two Youth grants have been combined
- The Social Care Workforce Development Programme has been transferred to Social Care Wales.

### **Budget Delivery Plan 2017/18**

Due to inflation and spending pressures from increasing regulation and the ageing population the Council's savings target for 2017/18 amounts to £9.636m. The details of how the council will manage its finances in the medium term are reflected in the Cabinet's headline policy initiatives which appear below:

- A move to a balanced three year financial strategy based on a more strategic approach to financial planning that better understands the links between revenue, capital and reserves



- A greater emphasis on a more transformational approach to service change in order to work within a reducing funding envelope.
- Council Tax increases – within the range 3.5% to 5%. For subsequent years a notional increase of 3.75% will be used.
- Reserves – The policy remains to maintain general fund reserves at a target level of 3% of budget. The replenishment of reserves previously used to fund the wind farm appeals was delayed in last year’s budget but this replenishment is proposed to be reinstated in the 2017/18 proposal. The Budget Management Reserve was put in place to set aside funds to assist in ‘smoothing’ a budget over the medium term. Last year’s budget included a temporary draw of £500k from this reserve to balance the budget. The proposal for 2017/18 again includes the use of this reserve by £300k. From 2017/18 an Adult Social Care Reserve of £2.75m is proposed to reflect the significant risk in this area.
- To continue to increase the focus of income generation and cost reduction opportunities with £400k in each of the next 2 years.
- Capital – Refresh the Council’s Capital Strategy and Capital Programme ensuring it is aligned to the priorities of the Council and the delivery of savings.
- Property – Increase the pace of disposals; single occupancy buildings to be challenged together with an assessment of the long term future of County Hall, Neuadd Brycheiniog and Neuadd Maldwyn.
- Schools – The current number of schools in the primary and secondary sector is not sustainable:
- The School transformation Policy will be used to determine the schools to be reviewed. A further additional £1m per annum for schools is proposed throughout the three year lifetime of the MTFs. This would add £6m over the next three years in order to support increasing standards
- The number of post 16 centres / secondary schools will continue to be reviewed.
- Schools modernisation will need to make a net contribution to the Council’s overall savings annually.
- Highways, Transport and Waste – The service will be re-commissioned to produce significant savings over the next two years. The number of depots are being reviewed. There will also be a review of waste disposal contracts, a review of waste collection rounds, increased fleet/transport targets, increased fee recovery and a review of working practices across all services.
- Community Delivery – We will continue to re-commission services by transferring delivery to town and community councils with the aim of securing a significant reduction in the current cost of provision.
- Corporate Services – New delivery model is being created including, where appropriate, integration with the Powys Teaching Health Board. It will also look at continuing the development of a more commercial approach to services
- The redesign of our Social Care services and management structures including the de-commissioning of services. Where there is value to be added we will work regionally to improve purchase power and make better use of specialist skills where critical mass does not exist in Powys.

- Continue to build on the success of our early intervention and prevention approach with well-defined and integrated care pathways, including a joint approach with Powys teaching Health Board and other partners such as the third sector.
- By developing a new contract with our citizens / communities, we will set clearer eligibility criteria designed to support those people most in need alongside full cost recovery access model to services such as income generation (where a client can afford more) and direct payments.
- Change Capacity – The Cabinet recognises that making the significant changes we must deliver will require resources and will invest in change capacity.

The full schedule of proposals to balance the Council's budget are presented on a service by service basis in Appendix 3.

### **Looking Further Ahead and Funding Assumptions beyond 2017/18**

Any organisation must prepare for the future and whilst financial projections as far as the end of the decade will always be difficult and have a high level of uncertainty they give a basis for planning. Significant concerns exist about demographic costs and the age profile of the population will require Powys to assess where its future budgets should be allocated so that it addresses this risk. Whilst this Medium Term Financial Strategy presents a balanced position for 2017/18 and 2018/19, there is much more to be done. The relatively easy savings have been taken and major service redesign and transformation are necessary to deliver services as a much lower cost.

It has been assumed that the settlement from WG for 2018/19 will be a decrease of 2.5%. This is based on the indicative figure from WG and work undertaken by the WLGA and the Institute for Fiscal Studies focusing on how Local Government Settlements in Wales may be affected in the future.

Forecasting inflation includes a number of assumptions. It assumes an ongoing pay award of 1% per annum. Inflation can be a major cost driver and although it is £909k currently we need to keep this under review because if inflation rises above Bank of England projections this will be a pressure on our budgets.

We have adjusted our indicative future increases in Council tax to an increase of 3.75% and this is included in 2018/19 and 2019/20. This will be subject to political determination on an annual basis, but if the funding settlement is worse than assumed and no safety net is provided this would need to be revised upwards or further cuts sought.

Service pressures particularly around Adult Social Care are likely to continue and the trend around pupil numbers will be closely monitored because the council will have to ensure it also provides a level of provision to meet the numbers of pupils. This may require difficult decisions to be made about the number of schools we can afford.

These factors will have a significant impact on the longer term strategic planning given their link to the Council's funding requirement, especially as significant further

savings are required through to 2020 to produce balanced budgets as required by the Local Government Act.

Looking to 2020, it is clear that we are seeing a significant change in local government driven by funding reductions leading to the need to reduce the size of local government and in some cases challenge whether current services are the best way to provide value for money. Part of our response will see the review of whether our service provision is sustainable.

The savings identified will continue to reduce headcount, and generate service efficiencies, some of which are transformational, however a large number of the proposals put forward will inevitably impact on front line service delivery. The figures beyond 2017/18 are therefore subject to revision as alternative models of delivery and other savings are identified through the Council's budget and cost improvement strategy, these together with any unforeseen budget pressures will be considered as the Council determines its budget.

The council is already working with strategic partners to ensure we have access to the latest best practice for corporate cross cutting activities. This approach already covers transport, third party expenditure and income. We will seek to build on this approach. For example we are revising our approach to income generation where we will seek to recover the full cost of services where it is appropriate to do so and develop income generating opportunities. This is in line with the response of many other local authorities and is a strategic approach to an important source of funds.

Our future approach will also centre on Community Delivery. In the One Powys Plan there is a commitment to develop a scheme that encourages communities to work with local organisations to improve services at neighbourhood level.

This approach is in effect a new relationship with communities and will see a different response to service reduction that has generally seen the removal of services to save money. Inevitably some services will have to stop or be scaled down because the funding is no longer available. The Community Delivery approach will see some services provided locally in a different way by local organisations. This will play a role in our response to funding reductions and this different relationship with local organisations will see some services delivered locally for less money. At the moment we have not factored any savings into our financial plan from this approach but these will be included in future years.

### **Further Approach to Savings through 2019/20**

In addition to the approaches already in place we will continue to identify different ways of delivering the savings that will continue to be required. A series of 'themes' are beginning to be developed to provide a framework for meeting this ongoing challenge.

#### **a. Flexible, Remote and Mobile working**

This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a possible savings target for accommodation savings is worth exploring. This must be based on a new approach to working arrangements.

b. Improving Collaboration

The Minister will shortly announce the White Paper on future local government collaboration whilst maintain the 22 local authorities. There may be scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done and the LHB is a key partner under this theme.

c. Customer Insight

The Business Intelligence function has made progress since its creation. However we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.

d. Business Process Improvements

There is already good evidence that progress has been made in this area. However, this is perhaps patchy and the organisation needs to fully embrace business process improvement techniques. Technology can assist this area and the introduction of a new finance system will be a key element as well as integrating systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.

e. Productivity

Access to information better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). The roots programme can be a key foundation for improving productivity. Areas such as customer relationship management, workflow and case management can also looked at under this theme.

f. Flexibility

It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. Some councils have offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. Clearly this would need to be carefully managed but has the benefit of avoiding reducing workforce numbers as a result of change.

g. Commercialisation.

A more commercial approach is already evident in Business Services within the Resources Directorate with contracts being won and services provided to other public organisations. This can be a key part meeting the 2019/20 requirement and may require an exploration of the model in order to remain compliant with local government legislation. There is great scope to increase

the income flows to the Council. In addition to business services there is potential for a range of services such as catering, cleaning and vehicle/plant maintenance to trade. The services will need to be run on a commercial basis and will have to compete locally as well as nationally.

Property is another area where we can increase income from taking a more speculative approach to acquisitions, leases and development.

### **Income Generation and Cost Improvement**

In January 2016 the Council has introduced an Income and Cost Improvement Policy which establishes the framework within which income generation and cost improvement activity is carried out. It will also review its fees and charges on an annual basis, using appropriate benchmarking to ensure that its fees and chargers are commensurate with other providers.

Income targets have been included within the budget over recent years and this continues into 2017/18 and 2018/19, however for future years, explicit targets for income generation or cost improvement will not be set but it will be expected that these funding streams will be actively pursued as part of an overall response to efficiency demands.

The Strategic Overview Board will play a key role in monitoring cost improvement.

### **Third Party Spend Improvement**

The Council has a partnership with Northgate Public Services with the objective of reducing 3rd party spend on goods and services, implementing a greater level of commercial business practice. The Council has developed internal capacity to support and influence this area. The target cumulative spend improvements for this work is £8.5m between 2015 and 2019 with total cumulative spend improvements achieved by March 2016 standing at £6.2m. It should be noted however that some of the savings relate to cost avoidance and are therefore not 'cashable savings'.

Work plans for 3rd party spend reductions have been established and agreed for each service and a Commissioning and Procurement Board comprising Cabinet Members and officers provides governance, challenge and oversight for this activity.

### **Capital Programme**

It is important that the Council continues to renew its core infrastructure, such as schools and housing, in spite of cuts by central government. The Council is also aware that much of its capital investment is spent with businesses within Powys or its near neighbours.

Maintaining the capital programme has a significant regeneration impact on the economy of Powys alongside the direct effect of better infrastructure to deliver services from.

Capital investment also has a significant input into the delivery of revenue savings and it is essential that both budget strategies are developed in tandem.

The Council receives a core capital allocation from Welsh Government. In 2017/18 this allocation is £7.473m. This is the General Capital Grant of £2.287m and a Supported Borrowing allocation of £4.646m. The Settlement includes the revenue funding to allow the authority to borrow the £4.646m.

In addition to this the capital programme is funded through borrowing money and repaying this over a number of years together with the interest on the loan. The repayment costs form part of the annual revenue budget.

The Capital Strategy is included with the budget papers as Appendix 4. The Strategy itemises the Council's capital programme for the next 3 years with the budget totalling £164.287m. This is a significant commitment. In addition a further £56.271m is included for the Housing Revenue Account (HRA). The HRA priority is the Welsh Quality Housing Standard Programme with the standard to be achieved by March 2018.

## **Reserves**

The Council holds reserves so that it can meet unforeseen expenditure and to smooth expenditure across financial years. This is recognised good financial management. Reserves are also a key indicator of the Council's overall financial standing and a component of its financial management arrangements.

Reserves are an essential part of good financial management. They enable the Council to manage unexpected financial pressures and plan for future spending commitments.

It is important that the Council makes well-informed decisions about reserves, and are accountable for these to local taxpayers and service users.

While there is no mandated appropriate level for Council reserves, the reserves held should be proportionate to the scale of future spending plans and the risks faced as a consequence of these.

In setting the annual budget, a further risk-based review of the level of reserves is undertaken, alongside any underspend in the current year, to make an assessment as to whether it is possible to release funding to support the following year's budget. That review is informed principally by an assessment of the role of reserves in supporting future spending plans.

When taking decisions on utilising reserves or not, it is important that it is acknowledged that reserves are a one-off source of funding and once spent, can

only be replenished from other sources of funding or reductions in spending. Furthermore if used to support a revenue budget this will have a cumulative effect in future years when the reserve funding is withdrawn.

The reserves policy was approved by Cabinet in December 2015 and it establishes the framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.

### **Summary of Impacts and Risk Assessment for 2017/18**

We have taken steps to increase our awareness of the consequences of our savings and ensure we are taking into account legislative requirements. The scale of the reductions required means that we must carefully assess the impacts. For this reason the process has been reviewed so that we have a comprehensive assessment of impacts to support decision making.

All budgetary proposals carry associated impacts – whether it is an impact on service delivery, equality and poverty, Welsh language, well-being of future generations, safeguarding, or a combination of any or all of these. The level of savings required for this year and the next two years of the MTFS is considerable and requires robust consideration regarding their impact. There must be an appropriate balance struck between, on the one hand being aware of the impact and seeking to avoid or mitigate adverse impacts and, on the other, the benefit gained from making the saving. It is therefore inevitable that a certain, manageable amount of risk is inherent within the budget.

### **Impact Assessment Process**

The council has a combined assessment approach that helps ensure statutory compliance with key legislation.

This integrated process is in place for this year's budget and considers impacts against the council's guiding principles in a holistic and proportionate way. It recognises that the principles are not exclusive, often interconnect and form a well-rounded evidence base for planning and decision making.

### **Guiding principles**

The council's guiding principles are based on the well-being of future generations.

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of the nation. It will ensure the council thinks more about the long-term, works better with people and communities and each other, looks to prevent problems and take a more joined-up approach. This will help create a Powys and a Wales that everyone wants to live in, now and in the future.

To make sure we are all working towards the same vision, the Act puts in place seven well-being goals:

#### **1. A prosperous Wales**

Efficient use of resources, skilled, educated people, generates wealth, provides jobs

## **2. A resilient Wales**

Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change)

## **3. A healthier Wales**

People's physical and mental well-being is maximised and health impacts are understood

## **4. A more equal Wales**

People can fulfil their potential no matter what their background or circumstances. Equality is about making sure people are treated fairly. It is not about "treating everyone the same" but recognising everyone's needs are met in different ways. We will ensure that we have due regard for the Equalities Act.

## **5. A Wales of cohesive communities**

Communities are attractive, viable, safe and well connected

## **6. A Wales of vibrant culture and thriving Welsh Language**

The Welsh language and culture are an integral part of our communities, and contribute to the rich heritage of the county. We will have due regard for the requirements of the Welsh Language Measure.

## **7. A globally responsible Wales**

Taking account of impact on global well-being when considering local social, economic, environmental and cultural well-being.

We need to act in a way that meets our current needs without compromising the ability of future generations to meet their own needs. The Act identifies the following five sustainable development principles to help ensure we do this:

- **Long-term**

Balancing short term need with long term and planning for the future

- **Prevention**

Putting resources into preventing problems occurring or getting worse. We will address issues through prevention and early intervention rather than reaction

- **Integration**



Positively impacting on people, economy, culture and environment and trying to benefit all four

- **Collaboration**

Working together with other partners to deliver

- **Involvement (Communications and engagement)**

Involving those with an interest and seeking their views. We are committed to open communication with our citizens, partners and businesses. We continually seek to improve our communication to raise awareness of the services we provide and encourage use of them by our citizens. We believe all our citizens, partners and businesses should be regularly consulted and have an opportunity to get involved, so that their voice influences future decisions and service provision

### **Other key principles**

- **Preventing Poverty:**

Reducing poverty, especially persistent poverty amongst some of our poorest people and communities, and reducing the likelihood that people will become poor.

- **Safeguarding:**

Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.

### **Key Impacts and Corporate Risks**

The 2017/18 budget proposals continue to seek to protect families, communities and front line services where possible, as well as continuing to support the delivery of the Council's key priorities within the Corporate Improvement Plan. Furthermore they are shaped by consideration of the impacts on equality groups and the vulnerable in our society.

The individual impact assessments will assist and inform the Cabinet and full Council at the meetings as part of setting the 2017/18 budget.

### **Mitigation, Review and Monitoring**

As part of the impact assessment process the author of the assessment is asked to identify mitigation to any negative impacts that have been identified. The risks and the identified mitigation must be managed within the appropriate project risk register to ensure continual monitoring and management of the risks.

The corporate risk register is reported to the Strategic Overview Board, Management Team and Audit Committee on a regular basis and forms part of on-going monitoring of risk.

Heads of Service and their management teams are responsible for reviewing and managing risks within their service areas. Risks identified for services will need to be integrated into the service planning process and regularly reviewed to ensure that they are being managed appropriately.

## **Risks**

There are a number of risks associated with the budget plans. Since 2014 the council's approach to risk management sees it managed on a corporate basis with regular reports to the Strategic Overview Board and Audit Committee. A risk assessment has been undertaken of each of the budget savings proposed by service areas. This assessment identifies the deliverability of the saving, along with the likely impact to service delivery. As well as Risk, the impact on Equalities, Welsh Language, Future Generations, Safeguarding and Poverty are also included within the assessment.

The risk assessment allows a risk status to be attached to each saving, and significant risks are monitored within project or service risk registers. The corporate risk register has also formed part of the background data assisting the budget setting process.

The following budget related risks are noted below:

Budget Savings - The level of savings required in 2017/18 is significant. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of agreed savings targets will be reported to Cabinet on a monthly basis. The Reserve position of the Authority is in line with the prudent range of 3 - 5% and these are available to "smooth" any slippage in delivery of the savings. However the emphasis is placed on ensuring savings are delivered. The approach is supported by the policy around the use of reserves: all reserves are corporate rather than service based. If reserves are used for temporary support of the revenue budget the replenishment of these reserves will be required in the following year in addition to the achievement of the saving itself. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet and has visibility of financial performance.

Income – the budget is supported by approximately £60m of generated income and therefore services need to constantly review their income levels and develop creative plans to ensure that they are sustained. This risk is being mitigated by an overall strategy for income and a move to full cost recovery wherever appropriate.

Council Tax – collection rates continue to be good in Powys at a level of 97.67% at the end of a financial year with the figure rising above 99% after the accounts have been closed. However the most recent data shows that across the UK collection levels are falling. Our good performance needs to be sustained. It is not yet known whether the welfare reform will have an impact on the collection of council tax within Powys but future assumed collection levels will be kept under review. The budget includes an increase in the council tax base for 2017/18 based on known data.

Equal Pay – the council has mitigated the financial risk of potential future equal pay claims by holding a reserve to support these costs. This is kept under review.

Treasury Management – the revenue budget and capital programme are supported by daily cash movement managed within our borrowing and investment strategies, the financial climate has a significant impact on these activities. We continue to monitor these on a daily basis. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing our borrowing wherever possible. This ensures that wherever possible our long term borrowing for our capital projects takes advantage of the historically low level of debt interest.

Change Delivery Capacity – a number of savings are now categorised as ‘transformational’. In other words a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the council recognises that at a time of change investment may be needed to deliver change. In some cases specialist skills will be required for short periods. The 2017/18 budget includes funding for this change.

Variations to Settlement Assumptions - the Council makes every effort to ensure that its assumptions about budget settlements for future years are based upon the best available evidence. However, future settlements cannot be predicted with absolute accuracy and can be influenced by political and economic policy changes.

Political Approval of Budget – the Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, and this must be approved by Full Council.

Availability of Reserves – the Council may suffer other costs that may arise due to unexpected events such as: -

- Civil emergencies and Natural Disasters
- Failure to deliver statutory duties – failure to deliver, including safeguarding activity in relation to adults, children, Health and Safety or Public health could result in possible negligence claims.
- Increased threat of legal litigation in respect of service delivery standards and regulations and multiple Insurance Claims. This risk is the likelihood of needing to replenish the insurance fund immediately from reserves as a result of several claims above our excess.
- Increase in energy cost prices.

If the actual position is different to the assumptions which we made in producing the budget and we may have limited time to change our plans and therefore may be unable to balance the budget. This is particularly evident if less funding is received than assumed in the annual funding from Welsh Government.

## Consultation and Engagement

Over the past few years the council has sought to engage residents in the decision making process around setting a balanced budget. The savings targets agreed at this stage have then led to service managers needing to develop more detailed proposals which have then, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

The views of residents have been sought and received in a number of ways during the past year/18 months including:

### The Powys Budget Simulator – Autumn 2015 and December 2016/January 2017

- 476 residents submitted a budget that helped the council to consider and address the necessary savings targets to set a balanced budget for the financial year 2016/17.
- The simulator was again launched in December 2016 seeking residents' views on £22m worth of savings proposals over a three year time period. The simulator allowed residents to see the consequences of reducing a service budget by between 10% and 30% and this time enabled them to increase council tax up to offset service reductions that they felt were unpalatable. The average amount above the suggested increase of 3.75% was 0.5%.

### Service Consultations

Post the budget simulator results being fed back to the Cabinet and Full Council in February 2016 and the budget being agreed, services were tasked with meeting their required savings target. To do so a number of service consultations followed to ensure residents had their say on some of the final proposals around service reductions for:

- Day care centres
- Libraries
- School modernisation plans
- 2 x Leisure Centres and Stay little Outdoor Centre
- Household Waste and Recycling Centres

### Legislative Consultations

Alongside service consultations the council engaged residents on other legislative consultation documents like Active Travel, conducted a population assessment as part of the duties under the Social Services and Well-being Act and began engagement around the Well-being of Future Generations Act with the Powys Youth Forum and Citizens Panel.

## Conclusions:

The research and consultation exercises conducted during the year on how to achieve budget savings for specific services like libraries, leisure centres, day care centres, household waste and recycling centres and via the simulator have provided clear evidence that residents are clearly aware of the budget deficit issue and the need to make savings over the next three financial years.

However the awareness doesn't change the views expressed by a growing number of residents around how they feel savings could be found. There is a clear view being expressed that Powys has too many members, and that further savings on management costs and consultants could be made.

### Key Conclusions from the simulator exercise

There is a reluctance to see the services that provide for the more vulnerable in our society being cut. As per last year there was less appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and learning disability services also received lower cuts of just under 6% followed by waste and recycling with a cut of just under 7%.

There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements. This applied to both schools and environmental health in particular.

Residents are now seeing and stating that they have seen a decrease in the level of services provided by the council over the past year and satisfaction with the services that we provide overall as a council has decreased over the past five years.\*

\*Source – Residents Satisfaction Survey

There are hundreds of comments and ideas and suggestions about where efficiencies could or should be made which need further consideration once fully analysed into themes.

## **Mechanisms for Delivery**

There are many pathways leading to improvement / change objectives that services will need to consider. These can be summarised as follows

- Change in statutory requirements
- Improvement priorities agreed in response to a service self-evaluation
- Objectives agreed in response to regulatory recommendations
- Objectives identified to deliver budget savings / MTFs commitments
- Objectives identified to manage / mitigate corporate risks
- Objectives required to ensure statutory compliance
- Other

The Corporate Improvement Plan clearly articulates the key change activities the council undertakes, drawing on commitments made in 3 levels of corporate planning:

- One Powys Plan (OPP) Transformation Programmes:
  - Integrated Health and Adult Social Care
    - Older People
    - Carers
    - Mental Health
    - Learning Disabilities
  - Children and Young People
    - Vulnerable Families
  - Healthy Lives
  - Transforming Learning and Skills
    - Education
    - Training and Jobs for Young People
  - Stronger Communities
    - Stronger Communities
    - Transport
  - Organisation and Partnership Development
- Service Improvement Plans (SIP): These are evaluated and renewed on an annual basis and are the key documents for communicating the services key improvement objectives. The plan follows the standard principle planning questions, namely:
  - Where are we now?
  - Where do we want to get to?
  - How will we get there?

SIPs are developed by the following services

- Chief Executive
  - Schools Service
  - Chief Executive and Member Services
  - Corporate Legal and Democratic Services
- People Directorate
  - Adult Social Care
  - Children's Services
  - Housing Services
- Place Directorate
  - Regeneration, Property and Commissioning Service
  - Highways, Transport and Recycling Service
  - Leisure and Recreation Service
- Resource Directorate
  - Business Services
  - Professional Services
  - ICT
- Workforce and Organisational Development

- Annual Budget and Savings Proposals

Within some basic corporate parameters, services are able to adjust their planning arrangements meet service needs.

A quarterly monitoring process is in place to ensure effective monitoring of agreed improvement / change objectives and budget savings. This should provide assurance to members that agreed commitments will be met as planned.

This page is intentionally left blank



## Financial Resource Model 2017/18 to 2019/20

	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>2019/20 Budget £'000</b>
<b>Net Budget</b>	<b>237,117</b>	<b>240,592</b>	<b>238,820</b>
<b>Total Inflation</b>	<b>909</b>	<b>987</b>	<b>999</b>
	<b>238,027</b>	<b>241,579</b>	<b>239,819</b>
<b>Grant Transfers/Other Changes</b>			
Blue Badge Additional funding	0.4	0	0
Current Teachers' Registration Subsidy	(43)	0	0
Food Hygiene Rating Scheme	2	0	0
School Transport	43	0	0
<b>New Reponsibilities</b>			
<b>External Pressures (Must Do's)</b>			
Auto Enrolment into Pension Fund in 2017/18	374	374	0
Pension Liability	300	100	100
Actuarial Revaluation of Pension Fund	750	750	750
Fire Levy	171	50	50
Apprenticeship Levy	600	0	0
Homelessness Prevention	207	0	0
<b>Corporate and Service Pressures (Must Haves)</b>			
Coroners	11	11	0
Management of Change	(120)	0	(10)
Valuations	80	0	0
Resource Plan	747	0	0
ICT	125	0	0
JV Property Income Target	300	0	0
Union Facility Support	29	(29)	0
Income and Awards Software	64	0	0
Increase in School Roll	0	50	280
Reduction in School Roll	(340)	(180)	(88)
Landfill Sites	50	0	0
Schools Out of County Placements	827	0	0
Leisure Contract Savings	0	(49)	(25)
<b>Policy Decisions</b>			
<u>Social Care</u>			
Delivering Transformation Grant	113	0	0
Deprivation of Liberty Standards	10	0	0
Increased Capital Limits for Residential Care	222	0	0
War Disablement Pension Disregard	12	0	0
Adult Social Care	4,139	2,006	1,453
Day Centres	1,100	426	0
LATC - Social Care	0	79	96
TIC	70	(100)	0
Queens Baton	9	(9)	0
Living Wage	450	400	300
Additional Funding For Schools	1,000	1,000	1,000
Single Environment Grant	240	0	0
Household Waste Recycling Centres (HWRC)	200	0	0
Household Waste Recycling Centres (HWRC)	300	(300)	0
Leisure Savings	200	(130)	0
Poverty Champion	10	0	0
Saving Re Cabinet Member	(20)	0	0

	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>2019/20 Budget £'000</b>
<b>Capital Financing Costs</b>			
New Capital Funding	0	272	965
New Capital Funding - County Farms	0	23	34
New Capital Funding - Social Care	0	55	48
<b>Additional Savings Identified</b>			
<b>People</b>			
Adult	(2,208)	(1,428)	(453)
Children	(1,082)	(1,197)	0
Housing	0	(80)	0
<b>Place</b>			
Highways, Transport and Recycling	(2,339)	(1,952)	0
Regeneration, Property and Commissioning	(525)	(200)	0
Leisure & Recreation	(927)	(432)	0
<b>Resources</b>			
ICT	(232)	(323)	0
Business Services	(278)	(612)	0
Professional Services	(215)	(300)	0
<b>Schools</b>	(1,269)	(1,233)	0
<b>Chief Executive</b>	(250)	(157)	0
<b>Law and Governance</b>	(28)	(45)	0
<b>Other Corporate</b>	(573)	(400)	0
<b>Total Savings</b>	(9,926)	(8,357)	(453)
<b>Reserves</b>			
Repayment of Windfarm Costs	560	0	(280)
Contribution to General Fund delayed	(500)	500	0
Budget Management Reserve	500	0	0
Budget Management Reserve for HWRC	(300)	300	0
<b>Total Budget</b>	240,592	238,820	244,039
<b>Funded by</b>			
AEF	-0.5% 170,028	-2.5% 165,777	-2.5% 161,633
Council Tax	4.50% 70,564	3.75% 72,995	3.75% 75,732
<b>Total Funding</b>	240,592	238,772	237,365
<b>(Shortfall) / Balance</b>	0	(48)	(6,674)

**Budget Savings Proposa**  
**2019/20**

	2017/18 £000	2018/19 £000
<b>Place</b>		
Highways Transport and Recycling	1,839	2,252
Regeneration, Property and Commissioning	455	300
Leisure & Recreation	727	611
	<u>3,021</u>	<u>3,163</u>
<b>Schools</b>		
Schools	1,609	1,413
	<u>1,609</u>	<u>1,413</u>
<b>People</b>		
Adult	2,208	1,428
Children Services	1,082	1,197
Housing and Commissioning	0	80
	<u>3,290</u>	<u>2,705</u>
<b>Resources</b>		
ICT	232	323
Business	278	612
Professional Resources	215	300
	<u>726</u>	<u>1,234</u>
<b>Chief Executive</b>		
Chief Executive	250	157
Law and Governance	28	45
	<u>277</u>	<u>201</u>
<b>Corporate Activities</b>		
Corporate Activities	693	400
<b>Total</b>	<u><u>9,616</u></u>	<u><u>9,116</u></u>

This page is intentionally left blank

**Efficiency Savings**

**Service Area: Regeneration, Property & Commissioning**  
**Responsible Officer : Paul Griffiths**

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	235,190			
Reduce Economic Development: Reduce Economic Development budget by 20%	68,000			
Savings yet to be identified		50,000	100,000	
Savings in Statutory testing and over achievement of saving for Wyeside Caravan park plus £33,680 yet to be identified		66,360		
Building Control: Set up wholly owned company and transfer staff and service enabling increased trading activity and retention of up to 20% of turnover		0	0	
Additional Income from Planning Fees		50,000		
Property Services Joint Venture Company: Set up jointly owned company to deliver a range of property services. Increase income generation by trading more widely than the Council. Transfer Asset Management Team towards the end of 2016/17.		50,000	100,000	
Staff Savings: Review of service structures including statutory and non-statutory provision with a focus on non-essential areas of activity in community development and regeneration where this does not contribute to growth and jobs		0	0	
Reduce Grants: Reduce voluntary organisation grants by 50% from £249K for open bids whilst other organisations such as PAVO will bear a reduction of 20%.	113,000			
Withdraw From Village Halls: Withdraw grant from village halls through a damping scheme.	67,500	67,500		
Workshops/industrial units - Review of the workshop portfolios being undertaken with the aim to run the workshops as a commercial portfolio and produce an income for the Authority. The review of workshop sites, budgets, charges, rents and building condition will begin now to modernise the way the portfolio operates. The lease agreements in place vary and changes cannot be implemented immediately across the county. The workshop budget is currently in a deficit position and initial changes will only assist in bringing the budget back to a balanced position, however, within three years a surplus is estimated, A prudent estimate of £35k is included for 16/17 but further work during 2015/16 will review this.	35,000			
Stop Funding Tourist Information Centres (Face to Face): Remove grants from independent tourist associations and close Brecon TIC. Let vacant property at commercial rent to generate income.	9,000	0	100,000	
Note : A review of all grants is to commence in Autumn 2015 to ensure a full commissioning approach to grant administration.		60,000		
Business Support (New Model)		111,430		
<b>Overall Total</b>	<b>527,690</b>	<b>455,290</b>	<b>300,000</b>	<b>0</b>

This page is intentionally left blank

**Efficiency Savings**

Service Area : Highway Transport &amp; Recycling

Responsible Officer : Paul Griffiths

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	140,240			
Waste and Recycling: Closure of 2 HWRC`S to provide one in the North, Mid and South of the County- no mitigation included		200,000	300,000	
Transport: Further reduction in passenger transport resulting in reduction of bus service (Cabinet Members have expressed concern about this option).				
Highways: Reduce Highways Maintenance budgets to the County including review of winter maintenance standards		500,000		
A complete review of the Parking Service to deliver efficiency savings and maximise income through the use of improved equipment and tariffs comparable to neighbouring authorities. Appropriate project management plans are in place.			175,000	
Through the introduction of LED's and a review of the street lighting service to deliver efficiency savings and maximise income from NMWTRA. Appropriate project management plans are in place and the LED conversion programme is due to complete by 31/03/17.		100,000	200,000	
Fleet transformation (Northgate) 12/13 - 16/17	142,540			
Trade Waste - Implementation of Trade Waste Strategy	25,000	25,000		
Parking - Review of car park charges	25,000	0		
Highways - Review of Recharges				
Enforcement - Allocation of legislative penalties will be met from reduction in side waste and adherence to contract rules in Trade Waste	25,000	0		
Staff Reduction - Natural Wastage and ongoing Staff Restructure	150,000	200,000		
Waste Disposal Contract	250,000	0		
Fleet / Transport - Review of targets	100,000	100,000		
Increased Design team fee recovery	25,000	25,000		
Round Review - For domestic waste	300,000			
Minor Expenditure - Review of all minor expenditure codes	0	0		
3 weekly Collection - option review of domestic waste collections	250,000	0	0	
Depot Review	0	0		
Highway Service reductions -prioritisation of essential works	25,000	25,000		
Commissioning of Services		150,000	1,576,850	
Logistics Review	250,000	425,610	0	
Waste Service reduction - Review of existing waste contracts	25,000	25,000		
Business Support - (New Model)		63,120		
<b>Overall Total</b>	<b>1,732,780</b>	<b>1,838,730</b>	<b>2,251,850</b>	<b>0</b>

This page is intentionally left blank



**Efficiency Savings**

Service Area : Place Directorate Leisure and Recreation

Responsible Officer : Paul Griffiths

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Leisure Contract; The contract provides for year on year reductions in contract fees which will start to occur in 2017/18. Efficiencies are also required in 18/19 through the de-commissioning or externalisation of Staylittle Outdoor Centre and Llanfair Caereinion Leisure Centre.		350,000	179,173	24,512
Countryside & Outdoor Recreation: Move to statutory minimum role in the provision of Rights of Way and Countryside Access. Withdraw from outdoor recreation and play provision through community-style delivery and asset transfers to local communities. Where transfer is not possible, dispose of asset or seek full cost recovery. Minimum grounds maintenance approach will need to apply.	40,000	60,000	60,000	
Concurrent Functions Grants: Phase out Concurrent Functions as grant will become anomalous given changes to service delivery in Radnorshire and Brecknockshire.	47,000	48,000		
Cleaning: Development of school based staff to schools and expansion of internal/external contracts.	80,000			
Catering: Full cost recovery for school meals and catering outlets. Consideration of options for catering delivery in County Hall and Neuadd Brycheiniog to ensure full cost recovery	20,000	40,000		
Youth Service: Remodel service to create a universal service that is substantially delivered through the Third Sector with the County Council supporting hard to reach groups and intervention for those young people of most need, and support to High Schools with direct club provision restricted to Powys' main towns only.	150,000	180,000	220,000	
Arts: Theatre funding reduction to a minimum, but sustainable ongoing position will deliver modest additional savings from alternative delivery arrangement for Powys Dance and reductions in Music Development Fund introduced.		5,000	15,000	
Reduce funding support for Theatre provision	91,468	23,890	11,945	
Libraries; Co-locate where possible and joint working / community delivery with local communities for future delivery of branch libraries whilst providing infrastructure support from the core service. Encourage co-working and location within libraries with other bodies where feasible to generate income. Decommission libraries where co-location, community delivery/operation or core provision is not suitable or alternatives rejected by local communities.		0	125,000	
Museums : Decommission direct management of museums outside of core Shire museums. Pursue joint arrangements in future management of the Brecknock Cultural Hub, and explore options for increased income.	10,000	20,000		
<b>Overall Total</b>	<b>438,468</b>	<b>726,890</b>	<b>611,118</b>	<b>24,512</b>

This page is intentionally left blank

**Efficiency Savings**

Service Area : Schools

Responsible Officer : Ian Roberts

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	72,579			
Removal of funding for breakfast clubs	460,000	31,000		
Raise age of admission to one point of entry in September annually following a child's fourth birthday. Consideration to increasing the 3+ entitlement to 12.5 hours per week. Service has identified a shortfall in achieving the 2018/19 savings of approx £250k. Service are currently considering options on finding this shortfall.		873,000	623,000	
Decommissioning of EMS Management System due to full implementation of Teachers Centre	70,000			
Small school closures	60,000	120,000	220,000	
Restructuring of school service		25,000	50,000	
ALN	265,000		150,000	
Reduction of centrally retained schools repairs and maintenance budget	100,000			
Review of fair funding formula		150,000		
Efficiencies to be realised from introduction of cashless systems in schools			150,000	
Establish an internal supply insurance pool on a stop loss insurance basis	40,000	20,000	40,000	
Implement a change to appointment and payment of school, supply and agency staff	150,000	50,000		
Reduction in School Roll (see FRM for 17/18 onwards)	628,400	340,400	180,000	88,000
<b>Overall Total</b>	<b>1,845,979</b>	<b>1,609,400</b>	<b>1,413,000</b>	<b>88,000</b>

This page is intentionally left blank

**Efficiency Savings**

Service Area : Adult

Responsible Officers : Louise Barry &amp; Dylan Owen

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20	2020/21
	£'s	£'s	£'s	£'s	£'s
Direct Payments refunds	200,000	0	0	0	
Older Day Care - Development of hubs to support outcome focused day activities and respite care	0	150,689	0	0	
Learning Disabilities - Remodelling of Day Time Opportunities, including reducing ratio of staff: client support levels, reduction in number of bases and commissioning out of remaining service and expectation from the commissioning exercise that the service will be required to generate % of its operating costs from a social enterprise model of delivery.	0	480,000	0	0	
Reduce in admissions to residential care by 10%	0	298,771	298,771	0	
Reduction in length of stay in residential care from 847 to 730 days				303,326	303,326
Right sizing high cost placements/packages and bring some people back into community living	250,000	350,000	150,000		
LD Supported Living - Reprofile supported living packages, projected at 10% efficiency savings.		150,000	200,000	150,000	
Community Care Packages - Using a practice based approach support individuals through the use of personal budgets and direct payments to secure an outcome focused care plan in the most appropriate setting		174,312	267,935		
Right sizing of Packages - Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours		604,033	511,105		
	<b>450,000</b>	<b>2,207,805</b>	<b>1,427,811</b>	<b>453,326</b>	<b>303,326</b>

This page is intentionally left blank

Efficiency Savings

Service Area : Children services

Responsible Officer : Carolann James

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Reduce 5% off the cost of staff mileage. This figure is based on the anticipated savings from a flexible approach to working.	7,500			
Introduce charges for training provision (Domestic Abuse and ASB).	2,500			
Reduction in CYPP budget of 20%	66,000			
Bannau / Camlas residential/respice unit - efficiencies.		100,000		
INCOME - Bannau and Camlas - change of usage to Residential and charging other local authorities	79,000	456,000	0	
Regional adoption service - review underway re parity of resource across teams. Public consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.	80,000	54,100		
LAC Reduction in high cost residential / IFA placements	26,000	52,000	26,000	
Fostering Team - realignment	55,000	107,800	101,000	
Realignment of Family Group Conferencing Provision	54,000	0		
LAC Education - realignment of services	35,000		0	
New Model for delivery of Childrens Services following Strategic Review, commence November 2016	231,000	110,160		
Further work to be undertaken when new model embedded and culture changeing partnership with PTHB & Third sector		170,400	1,069,770	
YJS National and local review of services underway target end date mid Aug 16	80,000	31,770		
Overachievement	-205,000	0		
<b>Overall Total</b>	<b>511,000</b>	<b>1,082,230</b>	<b>1,196,770</b>	<b>0</b>

This page is intentionally left blank



Efficiency Savings

Service Area : Housing

Responsible Officer : Simon Inkson

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Deletion of Supporting People Lead Officer post. Dependant upon the People Directorate approach to Early Intervention & Prevention being rolled out and the establishment of a People Commissioning Team			50,000.00	
Technical Officer post, increase in income generation			30,000.00	
<b>Overall Total</b>	<b>0.00</b>	<b>0.00</b>	<b>80,000.00</b>	<b>0.00</b>

This page is intentionally left blank

**Efficiency Savings**

Service Area : Law and Governance

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
<b>Legal</b>				
Additional Income raised	34,294			
Restructure legal team to realise greater efficiencies and savings	29,600	23,000	40,000	
Miscellaneous savings from various budget lines	23,000			
Increase legal fees payable from third parties	10,000			
<b>Elections</b>				
Misc. savings from various budget lines	3,190			
Explore increasing recharge costs to National election averaged annually over a five year cycle	500			
Introduce charge of £20 for each individual register as opposed to £20 for the whole constituency register	8,000			
Introduce charging £20 for credit confirmation letters for electors for credit purposes	500			
Recover full cost of clerical costs running Town and Community Council elections averaged over a five year cycle	15,500			
<b>Registrars</b>				
Additional annual income identified by PWC less (a) proposed income from Births Certificates which will be illegal and (B) adopting realistic 2 premises licences a month	32,600			
Additional annual income not identified by PWC - increase non refundable booking fees for weddings from £20 to £40	13,200			
Increase postage & admin fee from £1 to £2	1,200			
Restrict statutory weddings at £46 to Mon - Fri only and thereby saving on fees paid to registrars of £70 & caretaker fee of £38 for each Sat wedding i.e. removing loss of £62 for each wedding	6,500			
Increase a full cost recovery Wedding fee for Saturdays of £160	3,000			
Increase fee for using the Chambers for weddings from £100 to £200	3,000			
Introduce fees for weddings in larger decommissioned rooms	3,800			
Eradicate losses for providing services in outlying registrars offices	10,000			
<b>Members</b>				
Misc. savings from various budget lines	10,820			
Reduce catering budget	10,000			
Reduce photocopying budget	20,000	2,500	2,500	
Reduce travel expenses by increased use of video conferencing, car sharing, reduction in meetings and reduction in membership of committees	2,000	2,000	2,000	
Reduce Professional Subscription	10,000			
<b>Overall Total</b>	<b>250,704</b>	<b>27,500</b>	<b>44,500</b>	<b>0</b>

This page is intentionally left blank

**Service Area : Chief Executives and Communications**

**Responsible Officer :**

<b>Efficiency / Saving</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£'s	£'s	£'s	£'s
Review of Executive	81,000			
Reduction in allowance for Council chair and Shires chairs	13,000			
The vision for the Communications Team requires a greater emphasis on Digital Communications, Engagement (internal and external, working with data and insight and a campaign based approach (see above). This prioritising of work could allow the service to be restructured.		100,000		
Removal of Communications staff from Emergency Rota	12,000			
Reconfiguration of Graphic Design		50,000		
Reduction in events	21,000			
Stopping lease car	2,000			
New Model and review of all Corporate Budget Headings		99,740	156,600	
<b>Overall Total</b>	<b>129,000</b>	<b>249,740</b>	<b>156,600</b>	<b>0</b>

This page is intentionally left blank

**Service Area : Resources**

**Responsible Officer : Mark Evans**

**Jason Lewis**

<b>Efficiency / Saving</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£'s	£'s	£'s	£'s
<b>ICT and Programmes</b>				
Additional Income raised	3,500			
Replacement telephony (Voice over Internet Protocol)	90,000			
Web Filtering system changes	10,000			
Re-commissioning management of ICT stock	20,000			
Remove PSBA circuits (Leisure)	15,000			
Contract review IG	4,000			
New Model			322,530	
System Rationalisation		231,870		
<b>Overall Total</b>	<b>142,500</b>	<b>231,870</b>	<b>322,530</b>	<b>0</b>

This page is intentionally left blank



**Efficiency Savings**

Service Area : Resources

Responsible Officer : Mark Evans

Jason Lewis

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
<b>Business Services</b>				
Additional Income raised	30,590	30,590		
Business Support Service Delivery Review (Internal)	128,000			
Purchase to Pay	75,000	100,000		
Progression of e-mail correspondence	25,000			
Third Party Spend		6,000		
General supplies and services		50,000		
Vacancy Management		91,820		
<b>Employment Services</b>				
Employment Services Delivery Review (Internal)	75,000			
Progression of e-mail correspondence	10,000			
<b>Income and Awards</b>				
Service Re-Design	68,000			
Staff Vacancies	50,000			
Customer Service Review	69,000			
New Model			612,200	
<b>Overall Total</b>	<b>530,590</b>	<b>278,410</b>	<b>612,200</b>	<b>0</b>

This page is intentionally left blank

**Service Area : Resources**  
**Responsible Officer : Mark Evans**  
**Jason Lewis**

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
<b>Professional Services</b>				
Additional Income raised	54,000			
Redesign of internal Audit Service delivery model based upon assessed organisational need at a 20% reduced cost. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party or external organisation.	65,000			
Redesign of insurance administration service delivery model using a commissioning approach to achieve 20% cost savings. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party organisation.	43,000			
Reduction of Professional Services in response to changes in internal service delivery support requirements.	72,000			
New Model and review of all Corporate Budget Headings		215,430	299,670	
<b>Overall Total</b>	<b>234,000</b>	<b>215,430</b>	<b>299,670</b>	<b>0</b>

This page is intentionally left blank

**Efficiency Savings**

Service Area : Corporate Activities

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	50,000			
Additional Income Target	0	400,000	400,000	
Capital Finance Review	3,016,000			
Removal of Pensioner Grant	70,000	70,000		
Budget Reductions across Central Areas including Capital Financing Budgets	75,000	103,000		
Management of Change Budget		120,000		10000
<b>Overall Total</b>	<b>3,211,000</b>	<b>693,000</b>	<b>400,000</b>	<b>10,000</b>

This page is intentionally left blank

# **CAPITAL STRATEGY**

## **Introduction**

The Council's Capital Strategy is fundamental to the effective delivery of our priorities. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.

The unprecedented financial constraints, which all Local Authorities and other public sector partners are experiencing means that we have to be ever more efficient in the use of our resources. This involves developing a culture of innovation and co-operation. We have made significant progress already and the benefits of sharing assets and working in partnership are clear to see. We have demonstrated that a reduction in the running costs of our assets and the provision of enhanced customer service is achievable and we will continue to develop this approach. Ultimately our aim is to use fewer resources including our buildings but use these far more efficiently.

This document sets out an integrated plan for the future management of the Council's assets and its capital programme. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. It is a key document running alongside the One Powys Plan and Medium Term Financial Strategy (MTFS) and will provide the framework for ensuring the effective and affordable management of our assets.

## **Key Aims**

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities as set out in the Improvement Plan.
- Sets out how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the One Powys Plan, Service Improvement Plans, and other corporate strategies will be managed within the limited capital resources available.
- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.



## **Principles**

- Set a capital programme for the medium term split into 3 sections;
  - i. a core programme of schemes that are regulatory / statutory in nature,
  - ii. a retained asset programme to improve or enhance the life of existing assets, and
  - iii. an investment programme in schemes linked to the Council's strategic priorities.
- Schemes included in our investment programme will be subject to completion of a business case to include a thorough appraisal of options and sensitivity analysis, with the schemes that generate efficiencies for the MTFS being favoured.
- With Capital and Revenue resources under pressure innovative and creative solutions to procuring capital assets will be sought.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

## **Our Vision**

The capital strategy is a key part of the overall approach to delivering our vision. The Council has an emphasis on fulfilling our role as community leader so that we shape future service delivery together with partners and communities. To do this we must plan and ensure that the correct decisions are taken today to secure what we need for tomorrow.

Powys is made up of many communities, they are all different but have in common a desire to remain strong and to flourish into the future. A strong community is vibrant, where services are delivered locally and the economy supports opportunities for young people to keep them in our beautiful county, while also caring for our older population and protecting the vulnerable.

In the future communities themselves will be responsible for some services and we will continue delivering some, but not all, services. Our role will be different, we will be assisting and supporting but not necessarily delivering services. The council will also support the development of local supply chains so that we can commission services from local businesses. This will help us to keep as much of the 'Powys pound' in the local economy as possible.

One of our challenges will be to help communities make the transition to this new world of public service where personal responsibility plays a big part. Our role will be to support people to take an active part in their communities.

## **Our priorities – shaping the future**

Our vision of strong communities can only be delivered if it is supported by strategic and timely decisions. We have clear priorities that will shape the decisions the council takes.

Our priorities are:

- Supporting people in the community to live fulfilled lives
- Developing the economy
- Improving learner outcomes for all, minimising disadvantage
- Remodelling council services to respond to reduced funding

By focussing our efforts on these four priorities we can begin to get a clear picture of what Powys, its communities, and the council will look like in the future.

## **Contents**

- 1. The Here and Now: our asset profile and achievements so far**
- 2. A Vision for our Assets: what we want our assets to deliver**
- 3. Key Priorities: the next four years**
- 4. Capital Funding: sources and implications**
- 5. Capital Programme: how we will invest**
- 6. Governance**
- 7. Appendix 1 – Capital Programme**

## 1. The Here and Now

Local Authority property and land assets are a significant resource for Powys County Council and have a current book value of circa £776m. Our current estate comprises over 15,000 property assets and parcels of land throughout the County, we are therefore a significant landowner on this basis alone.

The Council's assets can be broadly classified as Operational or Non-Operational. Operational assets are those which are used either indirectly or directly to provide Council services such as schools, offices, libraries, leisure centres etc.

Non-Operational properties are those which the Council own and don't occupy but lease out in order to derive an income such as livestock markets and shops.

The Authority also owns and leases the Farm Estate to generate a surplus for the council.

The Council owns the freehold of the majority of its assets but, in very limited cases, has had to lease in some properties to maintain service delivery. The number of these leasehold properties has been significantly reduced in recent years.

Many of our assets have ever increasing maintenance liabilities and are energy hungry due to their age. They are putting significant strain on our resources. The ongoing nature of these costs is unsustainable, the diversion of revenue and capital resources into these, often poorly performing assets creates an additional burden and limits opportunities to invest this resource in front line service delivery.

Estate Rationalisation – what we have done so far in 2016/17:

- Closed 5 further key operational buildings
- Disposed of 6 assets from our farms estate (amounting to nearly £2m)
- Community Asset Transferred 12 of our assets (8 freehold and 4 long leasehold)

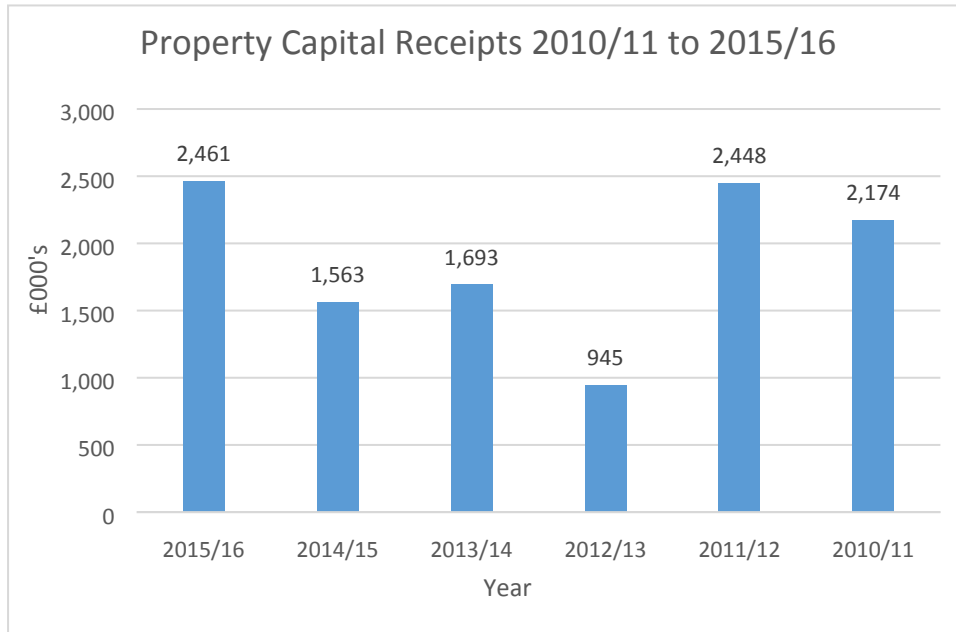
Looking to the future in 2017/18, we have proposals to:

- Dispose of about 15 further CATs (there are currently about 35 in progress)
- Dispose of 7 assets from our farms estate (including parcels of land)
- Continue to investigate co-location opportunities particularly with our partner, the PTHB
- Build on our agile working strategy to free up space/ buildings by more efficient use of space
- Acquire a key operational building to provide options in the North of the County
- Increase the commercial estate and enable further rationalisation to be reviewed

These reductions have been achieved through careful planning and have had no detrimental impact on the delivery of our services.

## Capital Receipts

Our assets provide a valuable source of income to our capital programme via the sale of surplus land and property which has resulted in capital receipts of £11.283m over the last six years. Our disposal programme will continue to contribute toward this income in the future.



## **2. The Future – A Vision for our Assets**

**‘To ensure that the property and land assets we retain are efficient, sustainable and in the right locations to support the delivery of our services and the achievement of key priorities.’**

To facilitate this we will adopt a joined up, responsive and consistent approach in terms of the planning and delivery of sound property management throughout the life cycle of the portfolio.

### **Business Planning: a dynamic approach**

In relation to budget challenges and the achievement of our asset vision we will ensure that the Council’s land and property assets play a pivotal role in the delivery of change and adopt a more dynamic approach to supporting organisational change.

We know that our buildings can be a catalyst for change. Over the next four years there will be further significant changes required within the organisation. These changes will need to happen in a short time frame and we need to be able to respond to these changing needs and must be able to respond to this changing landscape quickly using innovative approaches. The Strategic Property Board and the STAMP are the mechanisms in place to help deliver these changes.

### **Links to the Medium Term Financial Strategy (MTFS)**

The MTFS forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources.

Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. These may be savings to running costs, schemes that generate income or resultant revenue costs of servicing any borrowing associated with the scheme. It is therefore essential that the capital and revenue budget cycles are aligned to ensure that these revenue implications are properly costed and fed into our MTFS.

### **3. Key Priorities: the next four years**

#### **NEEDS AND PRIORITIES: What we want our capital resources and assets to deliver in the next four years**

Underlying our needs and priorities is the recognition that financial resources are constrained in the current economic and political climate. Capital grants from Welsh Government have been reducing, and increasingly capital grants are being replaced with repayable loans or Local Government Borrowing Initiative (LGBI), where the Council borrows the capital funding, and the Welsh Government provides the revenue funding associated with the borrowing.

Furthermore it is recognised that the Council needs to rely more on its internal resources and look to invest in schemes that are self-sustaining or generate positive returns in terms of meeting corporate priorities and producing revenue savings.

We have a significant backlog of maintenance work across the property portfolio, and to bring assets up to current standards would require investment at levels which are simply unaffordable so any investment needs to be strategically targeted reflecting the need to consider future investment plans, property rationalisation outcomes and investment linked to delivering the Councils improvement priorities. Limited capital resources need to be prioritised to maximise outcomes with minimal ongoing future revenue costs.

#### **Improving learner outcomes for all, minimising disadvantage**

##### **Schools**

The Council has a responsibility to review and modernise all school provision, to make sure that we are providing the best possible opportunities for learners, so that they can achieve their full potential.

Estyn (the education inspectorate in Wales) note that “improvements in the quality of buildings have a very beneficial effect on the quality of teaching and morale of staff which has a positive effect on pupil performance”. The Council needs to ensure there are a sufficient number of school places, of the right type, in the right locations. The need to maintain a large number of ageing school buildings and the supporting infrastructure is unsustainable.

The Council will review and modernise the way education is delivered through a rolling programme of reviews. This will be programmed on an area by area basis. When the Council carry out an area review, we will consult with children, young people, parents and carers connected with schools in that area.

The Council is committed to ensuring that school buildings will meet 21st century expectations, are fit for purpose and are a community resource.

There are serious shortcomings in the current suitability of a number of buildings, including pressing health and safety issues that question the long term viability of some of our existing schools. In terms of the condition of our school stock, the current backlog of repairs and maintenance remains high. School organisational change remains the key tool available to Council to address such deficits.

The percentage of surplus places in Powys schools continues to remain above the Welsh Government target of 10%. Since funding for schools is largely driven by pupil

numbers, surplus capacity means a disproportionate amount of funding is spent on infrastructure (such as buildings) and the “fixed costs” of running a school (such as leadership and administration). This funding could be better used to ensure that pupil teacher ratios are minimised to make a direct difference to learners. As public service funding reduces over forthcoming years the case for reprioritisation and change becomes even more compelling.

School modernisation options will drive an investment strategy that will address the needs of the schools. This is evident in the Councils Band A modernisation programme with a £78m school investment programme planned between 2014/15 and 2018/19

The Authority has submitted an indicative programme for Band B of the 21<sup>st</sup> Century programme which includes the second phase of the Bro Hyddgen School, which starts in Band A and Gwernyfed High School which will be ready to commence in April 2019. There are three further projects for Special, Secondary and Primary schools which will be continued to be developed during 2017/18. No indication has been given on the level of the WG grant but the authority has indicated that 70% grant funding would be affordable.

The Council will develop its strategies to ensure that we are maximising the potential investment opportunities that may be available via Welsh Government funding. The Welsh Government funding criteria for 21<sup>st</sup> Century schools will only potentially fund modernisation projects; refurbishment or maintenance projects are not eligible for grant via this programme.

The Council aims to improve learning provision and opportunities to achieve better learner outcomes through its modernisation programme by:

- Delivering the current Band A programme (2014-2017) jointly funded with Welsh Government
- Positioning ourselves to access external funding via WG 21<sup>st</sup> Century Schools Programme Band B (2019)
- Present a rolling programme of implementation plans to Cabinet to; ensure continuation of the rise in educational standards, create conditions for school leaders to succeed, ensure that school buildings suitable and in good condition to provide attractive learning and working environments, reduce the number of surplus places and the inequity of variation in cost per pupil, and provide resilience against falling revenue funding.

## **Supporting people in the community to live fulfilled lives**

### **Housing**

The Council is excited by the opportunities that exit from the HRA subsidy regime created. The Council, in its role as the largest social landlord in Powys, recognises that the new financial freedom offered by the exit from the HRA subsidy regime, provides it with an outstanding opportunity to align the HRA business plan with the Local Service Boards One Powys Plan.

The objectives of the HRA Business Plan are to:



- support the public service modernisation agenda in Powys, in particular seeking to reconfigure our older persons accommodation to enable people to live independently for longer
- make a significant contribution to the LSB's work to alleviate poverty in Powys, in particular fuel poverty
- provide good quality affordable housing to meet the needs and aspirations of the people of Powys and that are located in safe and attractive environments to which residents can relate and take pride in
- support the regeneration of communities, creating training and employment opportunities
- significantly reducing the carbon footprint of the housing stock
- provide excellent customer focused services which meet the needs of our current and future customers.

Over the lifetime of the business plan we will look to invest:

- £370 million on programmed renewals and improvements to the HRA housing stock
- £328 million on responsive and cyclical maintenance programmes
- £168 million on the development and acquisition of new homes

The HRA investment programme represents a massive injection of resources into the local economy of Powys and we will work to ensure that the local benefit of this investment is maximised.

## **Developing the economy**

### **Regeneration, Property and Development**

The provision of sustainable infrastructure supports the local and regional economy. The commercial viability of our town centres and rural areas must be protected, along with the vitality of town centres as centres for economic activity and social contact.

New approaches need to be developed in community and social sectors to the design and ways services are delivered, known as Alternative Delivery Models (ADMs), to sustain important services and meet future needs.

Our assets are helping community organisations to develop and become more sustainable by putting them on a firmer footing for the future. We have developed a Community Asset Transfer programme (CATs) where we have actively sought interest from community groups with a social purpose in having assets transferred to them on a long term lease basis, or freehold transfer for the benefit of local communities.

We have had a number of successes already and will continue to develop this programme and provide help and support to organisations which want to move in this direction.

The Council aims to support local communities to become more resilient by:

- Designing and implementing alternative delivery models to sustain important services to meet future need.
- Empowering communities to run and manage facilities in their locality through Community Asset Transfers.

Our carbon emissions need to continue to reduce to meet Welsh Government targets and play a part in helping to address the consequences of climate change. Reducing the Council's energy costs will assist in addressing the deficit in the MTFS. The Council aims to establish environmental development which maximises social and economic benefits by:

The Council will minimise and make efficient use of energy and fuel in all the council's activities. The Council will reduce its energy consumption and therefore costs by monitoring and reducing energy consumption through the creation of energy saving projects through RE:FIT and where possible introducing low carbon technologies to reduce the Carbon emissions of the Councils corporate building estate.

### **Reviewing our estate: rationalisation and reduction of running costs**

We will reduce the number of assets we have. This will be achieved by constantly challenging the retention of assets. We will target poorly performing assets and those where service delivery can be maintained by sharing and/or using remaining assets more efficiently. We will seek to eliminate any duplication in the function of our assets. The Strategic Property Board is reviewing assets on a "place" basis to deliver future revenue savings.

### **Corporate Office Accommodation**

There will a review of the Corporate Office Accommodation to ensure that the offices are located in the most appropriate location and are modern, energy efficient. We will work with our partners to co-locate staff where appropriate. There will also be a review of our depots, which is linked to the new Fleet Facility which is an opportunity to co-locate with a partner.

We will continue to modernise the way we work and develop agile working throughout our offices. We will continue to engage with teams to progress agility and understand the further investment required including ICT systems and hardware to deliver a contemporary and efficient office accommodation model.

### **Agricultural Estate**

In the current economic climate, the role and rationale of the County Farm Estate has potentially never been more important: land and farm prices are at an all-time high, and unless portfolios such as the Council's estate are retained and improved, the ability of younger generations to enter the agricultural industry will be severely constrained and in most cases (unless the entrant is a natural successor to a family farm) almost impossible. The County Farm Estate therefore offers support to a significant contributor to the Powys economy – agriculture - and provides young entrants with the opportunity to establish their farm businesses on starter farms, with the prospect of progression to larger farms either within the portfolio, or in the private

sector. It is vital for many of our rural communities that these links are maintained and that this important function is preserved for the future.

However, the Council is currently enduring the longest period of austerity in its history, and it is therefore essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of this Estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers for future generations.

The Farm Estate Delivery Plan (FEDP) FEDP will seek to support and lay out how we will meet the main principles of our Vision for the County Farm Estate: -

- The County Farm Estate will continue to provide opportunities to new entrants into the agricultural industry and support them in their progression to larger holdings.
- The Estate will provide efficient, good quality farms that serve the needs of both new entrants and progression tenants.
- We will identify and provide rationalisation opportunities through Estate amalgamation to provide more viable farms and provide capital receipts through a strategic disposals programme and a continued income stream.
- Funding from capital receipts and revenue income will be used to upgrade and improve the quality of retained holdings.

## **Remodelling council services to respond to reduced funding**

### **Highways, Transport and Recycling**

The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. A strategic approach has been used to develop the Highways Asset Management Plan (HAMP) in identifying and allocating resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. Current gross replacement cost of these assets are estimated at £4.4bn.

An Annual Status and Options Report is produced that summarises the status of the main asset groups in terms of condition, compliance with meeting repair standards, level of public complaint/contact etc. The report for 16/17 is currently under preparation and will form the basis of a cabinet paper planned for 14<sup>th</sup> March 2017. The report describes the result of the previous year's investment in terms of meeting the target service standards, enabling the Council to determine if the standards in the HAMP are being met or not. This report also sets out future options available, including long term (20 year) predictions of defect levels, condition and other relevant data in sufficient detail to enable future investment plans and any necessary revisions to service standards contained in the HAMP.

Accessibility to and from employment, homes, leisure, health and social activity must be maintained. Economic growth needs to be facilitated. Congestion and delays on

our highway network should be minimised. The Council aim to deliver safe access to employment, local services and facilities by;

- Using available funding to support Council priorities for accessing employment, health, leisure and education, and improve road safety on the county's highway network.
- Prioritising the Council's road infrastructure for repairs and maintenance and implement network improvement programmes.

## **Waste Strategy**

Powys County Council faces stringent Welsh Government statutory recycling targets. These are 58% for 2015/16, 64% for 2019/20 and 70% for 2024/25. In addition to this there is a target to reduce landfill to 10% by 2019/20 and 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling.

PCC has followed the Welsh Government's preferred method for collecting kerbside recycling using their 'blueprint' as specified in the Municipal Sector Plan. This is a kerbside sort with boxes to maximise the quality of material and hence increase outlets for the recycle, reduce gate fees and maximise any potential income. To effectively sort and process this material requires strategically located facilities (delivery points) where the kerbside vehicles can tip whilst maximising their rounds. In order to deliver this service in a county the size of Powys, it is our intention to develop three bulking/baling, south, mid and north. It is also imperative that these assets are owned by PCC in order that maximum value can be obtained when commissioning the service.

As well as the kerbside collection of recyclables, authorities have an obligation to provide a facility for the public to take household waste. These Household Waste Recycling Centres make a considerable contribution to achieving recycling targets as 24% of municipal waste is handled through these facilities. Again, PCC having control of the asset is essential in maximising value when commissioning the service.

The capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service. A network of assets under the Council's control will also allow the authority to be flexible to adapt to any changing requirements within the industry and Government policy and legislation.

## **Leisure and Recreation**

The Leisure & Recreation services' group has a number of common strands in delivering a Capital strategy, namely

- That opportunities continue to be sought out for re-location and co-location of its services which currently occupy Council buildings. In striving to achieve this aim, capital investment may will be necessary to adapt alternative premises to meet the needs of the Service. The move of the Llandrindod Library is a very good example of what this can look like, and

can lead to better results for the service and citizen. This approach is particularly relevant to the Library, Youth and Museum Services, and directly supports achieving the targets set in the MTFS.

- Links with Schools Modernisation have been made, and opportunities to deliver services from schools is being pursued as part of this picture.

The difficulty in achieving this aim is that it is not quick, and is often dependent upon other third parties to be willing and able to make suitable accommodation available and affordable. In the meantime, the existing occupied building still require capital investment, where these exceed reasonable and affordable sums provided through revenue spend, such as replacement of a boiler, or replacement of fire doors or electrics.

- Where Services can be delivered in a way that does not need a dedicated premises, then in these cases goods and services will be commissioned (including the hire of rooms or other facilities as may be necessary) and thereby allowing the building stock to be reduced. In these cases, some capital investment may be sought, to allow the building to be taken on by others, but predominantly the view taken is that at the point of exit, the property will be declared surplus and passed across to the Property Service for disposal. This approach partly links to the Youth Service's plans for service delivery.
- A third and key strand is a broad asset disposal and Community Asset Transfer approach, allied to the Council's Community Delivery policy. In achieving to sign up local communities to taking on assets and services, investment is typically sought to ensure the condition of the assets meet the expectations of the receiving body. Whilst this will be subject to negotiation, usually some form of capital investment is needed to satisfy this issue, and allow transfers to occur. In such cases, the investment of capital is in recognition that no further revenue costs will be incurred by the Authority. This approach is directly linked to MTFS plans for the Outdoor Recreation service, who have achieved or are currently engaged in the transfer of a wide range of assets and services to others, including bowling greens, cricket fields, football & rugby fields, tennis courts, play areas, community open spaces and a range of sports pavilions. This strategy continues to be vigorously pursued.
- The Service group also holds a number Listed or Scheduled structures, monuments and buildings. In such cases, maintenance is often well beyond reasonable management through revenue spend, and due to the legal implications, costs of replacement or major repairs can be very considerable and involve specialist architects, etc.. Recent structural works to the Cornwall Lewis Monument in New Radnor have demonstrated the cost and complexity of caring for old and historically important structures. In such cases, the Authority has a legal obligation, as well as occupier liability to undertake such works as may be needed to care for these properties, and defects can occur at any time regardless of routine monitoring and maintenance, with the need for emergency support on occasion.

In such cases, the Service is seeking opportunities to also create alternative ownership arrangements if a willing partner can be identified, but this also will identify the need for some form of legacy capital payment or incurring of capital cost to meet any reasonable expectations of a receiving body. In such cases, capital investment will form part of a package of measures to reduce or remove long-term capital and revenue liabilities, but on an opportunistic basis.

## **ICT**

The joint Information Technology Strategy underpins the ICT investment decisions. Its focus will remain in terms of detailing how we can apply and develop Information Technology (IT) in Powys to support the delivery of Corporate and Service objectives and priorities, enable change and drive forward improvement.

The Council has developed a secure, resilient, reliable and high performing IT infrastructure which provides us with the foundations to deliver real benefits for our services and our customers, the citizens of Powys. However, the extremely rapid pace of change and development in terms of IT means we have to constantly identify opportunities for further improvements.

The service has been engaged with change programmes and as such have been able to target investments and resources to best meet the priorities identified through the various work streams within it. In respect of infrastructure IT are currently looking to invest in modern cloud based technologies. This includes Azure cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless. In terms of applications IT is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and improved integration between systems notably the WEB and Intranet.

## 4. Capital Funding: sources and implications

**RESOURCING: What are our sources of capital funding and what types of capital schemes will the sources be applied to**



### **Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing**

Each year Welsh Government provide Council's with a Supported Borrowing capital allocation. Councils can then borrow to fund capital expenditure up to that annual allocation, and Welsh Government will include funding to cover the revenue costs associated with that level of borrowing in future years within the Revenue Support Grant. The Council decides how this funding is spent.

### **General Capital Grant**

Annual capital grant from Welsh Government which the Council decides how to use the funding.

Supported borrowing and general capital grant will be used to fund capital schemes which;

- invest in, or maintain the life of, existing assets that will be retained for future service delivery
- are statutory / regulatory in nature

## **Specific Grants**

Grant allocations received from a range of sponsoring bodies including Welsh Government, Wales European Funding Office (commonly referred to as WEFO), Lottery, etc for associated specific programmes and projects with limited local discretion how the funding is spent. Often the terms and conditions of such funding will require unused funding to be returned, and can require the Council to match fund. In times where capital resources are declining the Council will seek to maximise such funding streams, subject to the initiative/scheme reflecting both the 3<sup>rd</sup> party's agenda and the Council's priorities.

## **Specific Contributions**

Represent contributions from developers towards the provision of public assets or facilities. Sometimes these are to mitigate the impact of their development on communities and often referred to as section 106 contributions. Contributions are earmarked for specific purposes in planning agreements and often relate to infrastructure projects including; play areas, open spaces, and schools, but also includes affordable housing. Developers also contribute to highways infrastructure developments through Section 38 and 278 agreements.

## **Specific Capital Loans**

Increasingly as Welsh Government's funding comes under pressure, capital funding that was previously issued as a specific capital grant is converted into a repayable loan, examples include Home Improvement Loans fund, and Houses into Homes funding. Grant funding will always be preferable to loan funding as it does not require repayment, however loan funding does have benefits. Its use to date has been to provide recyclable loan funding for regeneration purposes; the benefit being rather than grant funding a single project, the funding as it's a loan can be recycled and used to fund a number of projects over the term. As with grants the Council will seek to maximise such developments that are in line with its priorities, however will carefully consider the additional administrative burden in issuing and collecting loans, and the risk it carries from loan defaults.

## **Local Government Borrowing Initiative (LGBI)**

Similar to supported borrowing. In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and is now being used to part fund the Welsh Government element of the 21<sup>st</sup> century schools programme.

## **Capital Expenditure charged to Revenue Account (CERA)**

This expenditure can be funded via a direct contribution from revenue funding (note capital financing regulations mean it is not possible to use capital funding to fund revenue expenditure). This method of funding is extensively used by the HRA and will continue to be in the future. It is also used to fund vehicle replacements with a real depreciation contribution going back to the Transport and Equipment Fund to future replacements.



## **Capital Receipts**

Funds raised from the sale of council assets, usually, but not restricted to, land and buildings. Other examples include repayments of loans for capital purposes and release of restrictive covenants.

Capital finance regulations dictate that capital receipts can only be used to fund capital expenditure or repay debt. In the past regulations required a proportion of all receipts be set aside to repay debt, this was removed some time ago for the Council Fund and was removed for the HRA with the introduction of self-financing. The Council's policy is to use capital receipts to fund capital expenditure rather than voluntarily set aside to repay debt; the Council sets a Minimum Revenue Provision policy each year which sets out our prudent methods for repayment of debt.

The current policy of pooling all capital receipts to allocate to capital schemes in accordance with the Council's strategic aims and priorities will continue. Receipts will not be ring-fenced to fund schemes in the same service or geographical areas (with the exception of the HRA). Capital receipts represent a finite funding source based on a planned structured manner of asset disposals created to support Council's priorities. Receipts will be used to fund short life assets such as ICT improvements, street lighting.

Generation of capital receipts depends on our ability to identify assets that are surplus to requirements, and to sell them at an appropriate time which will be subject to local economic factors. In recent years this has been challenging. The Strategic Property Board has been set up with a remit of working with services to identify potential assets for disposal.

Agricultural capital receipts will be generated by continuing with our Farm Estate Delivery Plan.

## **Unsupported Borrowing (commonly referred to as Prudential Borrowing)**

The Prudential Code for Capital Finance in Local Authorities supports local authorities in determining their programmes for capital investment in assets (we are required by regulation to follow its requirements). The Prudential Code gives Council's discretion to undertake borrowing to fund capital projects with the full cost of borrowing funded from future council revenue resources subject to the Council demonstrating, within a clear framework, that the capital investment plans are affordable, prudent and sustainable. A range of prudential indicators must be produced and approved demonstrating the impact of the programme.

To demonstrate that the plans have fulfilled these objectives, the Prudential Code sets out the indicators that must be used and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios, the authority sets these. The Code concentrates on the means by which the council demonstrates that the capital programme is affordable, prudent and sustainable.

### Affordability

Affordability is ultimately determined by a judgement about acceptable council tax levels not only in the short term but over the next two years and longer if significant variations are known. The capital programme is now over the next four years because of the 21<sup>st</sup> Century Schools project which runs until March 2019.

The prudential indicators of affordability are:

- Estimates of the ratio of financing costs to net revenue streams
- Estimates of the incremental impact of capital investment decision on council tax

The other indicators related to affordability are

- Estimates of capital expenditure
- Estimates of capital financing requirement ie the underlying need to borrow
- Authorised limit for external debt
- Operational boundary for external debt

The last two indicators are linked to the treasury management policy statement and practices.

### Prudence

By virtue of the requirements, the prudential indicators in respect of external debt must be set and revised taking into account their affordability. It is through this means that the objectives of sustainability and prudence are addressed year on year.

The net debt of the authority, except in the short term, must not exceed the total of the capital financing requirement. This is the key indicator of prudence.

The option for funding additional capital developments is one which is funded from within existing revenue budgets or from generating additional and ongoing income streams, there is no support from any external funding and is a major constraint on its use as any scheme funded by prudential borrowing will add to the forecast budget deficit in the MTFS.

The focus will be to fund schemes that are the Council's priorities, that generate revenue benefits in future financial years in the form of revenue savings, income generation or increasing Council Tax yield.

### **Alternative Sources**

There are a number of other alternative sources of capital funding which the Council could make use of, depending on circumstances and cost:-

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method has only been used on a limited use of this financing.
- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
  - PFI contracts;
  - Local Asset Backed Vehicles (LABVs);
  - Strategic partnering;
  - Sale and Lease back;
  - Joint Ventures; and
  - Deferred Purchase

Capital schemes funded from alternative sources are likely to increase the Council's debt liability therefore use will be restricted and considered in the same way as prudential borrowing.

The council has a Local Asset Backed Vehicle for property disposals in Brecon and subsequently the rest of Powys.

## 5. CAPITAL PROGRAMME: How we will invest

### How will capital schemes be prioritised for inclusion in the capital programme

The purpose of the Capital Programme is to optimise the Council's use of capital resources by allocation to those areas identified as representing the strategic priorities of the Council. The Programme will be split into 3 sections;

- Statutory / Regulatory Programme consisting of an annual allocation to fund schemes of a statutory / regulatory nature. Examples include; providing financial support to repair, improve and adapt private sector homes, and adapting schools for disabled children.
- Retained Asset Programme consisting of an annual allocation to fund schemes that maintain, improve or lengthen the economic life of the assets that we retain to use in delivering services where there is already a significant amount of capital work needed, identified by service plans / condition surveys etc. Service areas identified are; schools and highways. Service areas will be required to submit detailed plans for information before the start of each financial year the projects are ranked using a scoring and prioritisation procedure based on key criteria. There is also a £500k allocation for other services for small/local projects.
- Investment Programme consisting of allocations to fund new schemes arising from Service Improvement Plans. Such schemes will be necessary to achieve revenue efficiencies included within the FRM and the MTFs and our strategic priorities as included in the One Powys Plan.

### Funding of schemes will be allocated as shown below:

Statutory / Regulatory Programme		Retained Asset Programme		Investment Programme	
General Capital Grant	Supported Borrowing	Capital Receipts		Prudential Borrowing and Alternative Sources of Funding	

Capital Programmes will be set every year covering a timeframe of the next 4 financial years on a rolling basis, reflecting that capital schemes don't match financial years and span more than 1 financial year. Schemes starting in that first financial year will be approved along with any costs and funding required in the subsequent 3 financial years. Schemes starting later than the first financial year will be given indicative support to enable services to plan, but will ultimately require formal approval through the process of approving the subsequent years' capital programme.

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes arise in year due to; opportunities presenting such grants that require an element of match funding or unforeseen events such as regulatory works etc.

## **6. GOVERNANCE of the Capital Programme**

The overall programme is significant and governance is a key requirement. Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFS.

New investment capital schemes will be rigorously appraised through submission of full business case which will include schemes funded by grants or contributions from 3<sup>rd</sup> parties. Large schemes that are programmes in their own right will be subject to gateway reviews at stages during the programme, for example: 21<sup>st</sup> century schools. Ensuring that the evidence and the case for change when the scheme was initially approved is still valid, and that lessons learned from early stages can be applied to future stages.

The Capital Programme will be set for each coming financial year at the same time as the annual budget, and will include indicative figures spanning the same time frame as the MTFS.

Monitoring of the annual Capital Programme will be undertaken at service level with progress updates given to the Head of Service, budget holders and project managers through Collaborative Planning (CP). Reporting to Members will take place monthly, from May onwards, to Cabinet including:

- New schemes or additions to existing schemes
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme
- Funding virements between schemes
- Other necessary revisions to the scheme

**APPENDIX 1**

**CAPITAL PROGRAMME 2017/18 to 2019/20**

		2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b><u>Schools</u></b>					
Gwernyfed Catchment Modernisation	Construction	20,996	0	0	20,996
Llanidloes/Machynlleth Catchment Modernisation	BJC to be submitted	243	1,623	0	1,866
Welshpool Primary Schools	FBC	2,793	10,888	0	13,680
Brecon School Campus	FBC	1,500	15,341	4,965	21,806
Ysgol Bro Hyddgen	FBC	1,115	8,689	0	9,804
Crickhowell High School Extension	Estimate	1,000	0	0	1,000
Crickhowell High School Sport	Estimate	440	0	0	440
Band B Projects	SOP	0	0	22,500	22,500
Major Improvements	Estimate	2,000	2,000	2,000	6,000
		<b>30,086</b>	<b>38,540</b>	<b>29,465</b>	<b>98,092</b>
<b><u>Highways, Transport &amp; Recycling</u></b>					
Highways Core Allocation	Estimate	1,500	1,500	1,500	4,500
Bronyrefail Bridge	Estimate	200	0	0	200
Highways (HAMP)	Estimate	3,950	3,950	3,950	11,850
Structural Maintenance	Estimate	1,120	1,120	1,120	3,360
Strategic Salt Reserve	Estimate	1,413	0	0	1,413
Fleet Facility	Estimate	2,470	0	0	2,470
Depot Consolidation	Estimate	250	0	0	250
Relocation to Cwrt y Plyffin	Estimate	300	0	0	300
Flood Alleviation Scheme Talgarth Ph 2	Estimate	450	0	0	450
Flood Alleviation Scheme Welshpool 3	Estimate	120	0	0	120
Flood Alleviation Scheme Talgarth Ph 3	Estimate	160	0	0	160
Waste Management	Estimate	1,930	0	0	1,930
Llandrindod Wells HWRC	Estimate	400	0	0	400
Vehicle Replacement Programme	Estimate	7,563	3,244	1,532	12,339
		<b>21,826</b>	<b>9,814</b>	<b>8,102</b>	<b>39,742</b>
<b><u>Regeneration, Property and Commissioning</u></b>					
Community Regeneration and Development Fund		230	230	230	690
Regeneration Fund		875	400	400	1,675
County Farms	Estimate	100	100	100	300
County Farms	Estimate	500	500	500	1,500
Office Accommodation Review	Estimate	1,800	1,500	1,500	4,800
County Hall External Fabric	Estimate	150	0	0	150
Other Regeneration and Property	Estimate	0	235	0	235
		<b>3,655</b>	<b>2,965</b>	<b>2,730</b>	<b>9,350</b>
<b><u>Housing and Commissioning</u></b>					
Disabled Facilities Grant		1,300	1,300	1,300	3,900
Safe, Warm and Secure		200	200	200	600
CO2i Assistance		48	48	48	144
Landlord Loans		200	200	200	600

Gypsy & Traveller Site - Machynlleth	Estimate	790	0	0	790
Gypsy & Traveller Site - Welshpool	Estimate	405	0	0	405
		<u>2,943</u>	<u>1,748</u>	<u>1,748</u>	<u>6,439</u>

### **Leisure and Recreation**

Self Service Terminals in Libraries	Estimate	196	0	0	196
Brecon Cultural Hub	Construction	4,134	325	0	4,459
Byway Programme	Estimate	106	187	187	480
Footbridges - Replacement Programme		15	15	15	45
		<u>4,451</u>	<u>527</u>	<u>202</u>	<u>5,180</u>

### **Information Services**

Replacement Hardware		220	220	220	660
IT Strategy		500	500	500	1,500
Replacement Infrastructure		472	360	10	842
		<u>1,192</u>	<u>1,080</u>	<u>730</u>	<u>3,002</u>

### **Business Performance Unit**

Cashless System in School		446	0	0	446
---------------------------	--	-----	---	---	-----

### **Local Capital Schemes**

Unallocated Resources		500	500	500	1,500
		0	100	436	536

### **Total**

	<u>65,099</u>	<u>55,274</u>	<u>43,913</u>	<u>164,287</u>
--	---------------	---------------	---------------	----------------

### Financed By

Supported Borrowing		9,153	9,120	5,294	23,568
Prudential Borrowing		17,947	14,372	19,965	52,284
General Capital Grant		2,827	2,827	2,827	8,481
Grants		15,190	20,972	11,250	47,412
Capital Receipts		10,850	1,162	1,448	13,460
Revenue/Reserves		9,132	6,821	3,129	19,082
Total		<u>65,099</u>	<u>55,274</u>	<u>43,913</u>	<u>164,287</u>

### **Housing Revenue Account**

Welsh Housing Quality Standard	Estimate	15,772	9,709	6,622	32,103
Old Persons Dwellings	Estimate	800	750	700	2,250
Zero Carbon Initiative	Estimate	350	3,225	3,354	6,929
New Builds/Purchases	Estimate	1,888	5,080	3,931	10,899
Adaptions	Estimate	250	255	265	770
IT- Mobile Working	Estimate	200	0	0	200
Level Access Bungalows	Estimate	2,000	1,120	0	3,120
		<u>21,260</u>	<u>20,139</u>	<u>14,872</u>	<u>56,271</u>

### Financed By

Prudential Borrowing		10,272	8,679	2,974	21,925
Grant		3,710	6,110	5,510	15,330
Capital Receipts		1,672	0	0	1,672
Revenue/Reserves		5,606	5,350	6,388	17,344
Total		<u>21,260</u>	<u>20,139</u>	<u>14,872</u>	<u>56,271</u>



## APPENDIX 5 – PRUDENTIAL INDICATORS

Table 1 Ratio of Financing Costs to Net Revenue Stream

	<b>Actual 2015/16</b>	<b>Estimate 2016/17</b>	<b>Revised Budget 2016/17</b>	<b>Estimate 2017/18</b>	<b>Estimate 2018/19</b>	<b>Estimate 2019/20</b>
	£000	£000	£000	£000	£000	£000
Financing Costs	9,743	11,306	11,377	11,746	12,613	13,159
Net Revenue Stream	240,762	237,117	240,762	240,762	238,947	237,546
Council Fund	4.31%	5.71%	4.31%	4.67%	4.88%	5.28%
Financing Costs	5,535	5,339	5,468	5,519	6,326	6,738
Net Revenue Stream	22,076	21,837	22,452	22,600	23,434	24,680
HRA	25.07%	24.45%	24.35%	24.42%	26.99%	27.30%

Table 2 Capital Financing Requirement

	<b>Actual 2015/16</b>	<b>2016-17 Estimate</b>	<b>2017-18 Estimate</b>	<b>2018-19 Estimate</b>	<b>2019-20 Estimate</b>
	£000	£000	£000	£000	£000
Non-HRA	210,609	218,624	232,018	254,398	272,984
HRA	13,866	88,688	94,443	102,826	109,448
<b>Total</b>	<b>224,475</b>	<b>307,313</b>	<b>326,461</b>	<b>357,224</b>	<b>382,433</b>

Table 3

Incremental Change in band D Council Tax arising from Prudential Borrowing

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£	£	£
Estimated Incremental Change in band D Council Tax	18.66	29.29	42.40
Estimated Incremental Change in band D Council Tax for Prudential Borrowing	18.01	27.74	40.45

Table 4 Incremental Change in average weekly rent

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£		
Estimated Incremental Change in average weekly rent	1.86	4.97	6.78
Estimated Incremental Change in average weekly rent for Prudential Borrowing	1.82	4.84	6.65

Table 5 Change in External Debt

	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
<b>Council Fund</b>			
External Debt	£000	£000	£000
Debt at 1st April	186,773	192,318	193,324
Expected change in Debt	7,800	8,500	0
Other Long Term Liabilities			
Expected change in OLT	5,546	1,006	0
Estimated Gross Debt at 31st March	192,318	193,324	193,324
CFR	232,018	254,398	272,984
Under / (Over) Borrowing	39,700	61,073	79,660
<b>HRA</b>			
External Debt	£000	£000	£000
Debt at 1st April	94,443	102,826	109,448
Expected change in Debt	8,383	6,622	785
Other Long Term Liabilities			
Expected change in OLT			
Estimated Gross Debt at 31st March	102,826	109,448	110,233
CFR	102,826	109,448	110,233
Under / (Over) Borrowing	0	0	0

Table 6 Authorised Limit for External Debt

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£m	£m	£m
Borrowing	429.0	461.0	489.0
Other Long Term Liabilities	23.7	23.7	23.7
<b>Total</b>	<b>452.7</b>	<b>484.7</b>	<b>512.7</b>

Table 7 Operational Boundary for External Debt

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£m	£m	£m
Borrowing	404.0	436.0	464.0
Other Long Term Liabilities	23.7	23.7	23.7
Total	<u>427.7</u>	<u>459.7</u>	<u>487.7</u>

This page is intentionally left blank

# Powys County Council Reserves Policy

## Introduction

This policy establishes a framework within which decisions will be made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.

The requirement for Financial Reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 requires authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

There are also a range of safeguards in place that help prevent local authorities over committing themselves financially. These include:

- The balanced budget requirement
- Chief finance officers' duty to report on the robustness of estimates and adequacy of reserves when the authority is considering its budget requirement (Section 25 of the Local Government Act 2003)
- The legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer has responsibility for the administration of those affairs as set out in Section 151 of the Local Government Act 1972.
- The requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the chief financial officer to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Authority will not have resources to meet its expenditure in a particular financial year.

## Definitions

Reserves are sums of money held by the Council to meet future expenditure.

## Types of Reserve

**General Fund Reserves** – to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy.

**Earmarked and Specific Reserves** – to meet known or predicted requirements, or established by statute.

**Unusable reserves** – these arise out of the interaction of legislation and proper accounting practice either to store revaluation gains or as adjustment accounts to reconcile requirements driven by reporting standards to statutory requirements. These reserves are not backed by resources and cannot be used for any other purpose.

Reserves should not be held without a clear purpose.

### **General Fund Reserves**

In assessing the appropriate level of reserves the Authority will ensure that the reserves are not only adequate but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.

In assessing its financial risk the Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on the factors that should be considered:

- Budget Assumption for inflation and interest rates
- Estimates of the level and timing of capital receipts
- The treatment of demand led pressures
- The Authorities track record in budget and financial management
- Treatment of planned efficiencies/savings
- The financial risk inherent in any significant new funding partnerships, major outsourcing and capital developments
- The likely level of Government support to deal with major unforeseen events
- The adequacy of the authority's Insurance arrangements
- The Authority's virement and end of year procedures in relation to budget under and over spends
- The general financial climate and future funding assumptions

The risk assessment will be reviewed annually.

The appropriate level of General Fund Reserves will be determined annually as part of the Budget Setting process and Medium Term Financial Strategy and will be subject to approval by the Cabinet and Full Council.

The Financial Strategy will set out the level of planned reserve balances including financial arrangements for any replenishing of reserves, it will also confirm acceptable thresholds above and below the balance. If the balance falls outside of these thresholds a plan will be agreed by Cabinet to restore balances to the appropriate level.

## **Earmarked and Specific Reserves**

These are required for specific purposes and are a means of building up funds to meet known or predicted liabilities. By nature these reserves balances do not have minimum and maximum thresholds. Creation of such reserves must be approved by the Strategic Director of Resources.

Balances should be reasonable for the purpose held and must be used for the item for which they have been set aside, if circumstances arise to which the reserve is no longer required for its original purpose they will transfer to the General Fund Reserve.

## **Ringfenced Reserves**

### Housing Revenue Account

The Housing Revenue Account is ringfenced this means that HRA resources may only be expended with the HRA. Councils are not allowed to transfer resources between the HRA and their general funds. The Balance on the HRA is held in a ringfenced reserve.

### Schools Reserves

Schools are able to carry forward surplus and deficit balances from one year to the next and utilise these balances for managing changes in pupil numbers and funding, or the funding of projects and future liabilities. The balances are held by individual schools, they are not for general Council use. Guidance on the level of balances held, and possible clawback of funds by the Authority is documented within section 4 of Powys' Scheme for the Financing of Schools.

## **Reporting of Reserves**

The balances and movement of all reserves is required to be reported within the Authorities Annual Statement of Accounts.

The balance held and projected movement of useable reserves is reported monthly as part of the Budget Monitoring Report to Cabinet, this includes the level of reserves held against the threshold set for the year.

This page is intentionally left blank



### Impact Assessments for 2017/18 Budget Savings Proposals

There are 61 savings lines within the 2017/18 budget. IAs have been received for each of the savings. The IAs have been categorised by level of imposed risk to the Council. A breakdown of the number of IAs falling into each category of risk is provided below: -

<u>Risk Category</u>	<u>Number of Impact Assessments</u>
High Risk	3
High Risk reducing to Medium Risk after Mitigation	9
Medium Risk	12 (13 IAs including parts a & b)
Medium Risk reducing to Low Risk after Mitigation	16
Low Risk	21 (24 IAs including parts a, b & c)
<u>TOTAL</u>	<u>61</u>

This page is intentionally left blank

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



High Risk Impact Assessments

1718-16 Commissioning of services

1718-24 Youth Service

1718-41 Right sizing of Packages

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt Cllr John Powell Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>		1718-16 HTR Commissioning Project – Commissioning of services					
<b>Outline Summary</b>							
<p>The HTR Commissioning project is identified within the service MTFs and has an initial savings target of £150k in 17/18 and a further £1,576,850, the majority of the savings target, in 18/19. It is expected that the Project Team will appoint a Commercial Consultant to work to achieve the initial savings target of £150k through modifying the service area into a modified in house arrangement. It is hoped that these changes will realise the savings target given for 2017/2018.</p> <p>The HTR Commissioning Project will also be adopting and closely following the Authorities Commissioning Model and the four stages; Analyse, Plan, Do, Review. We will be building into the project key stages to review activities and outcomes and to apply a scrutiny approach as required. Although one of the main drivers for the project is the need to reduce the operating costs for the service, there is equally a need to develop effective partnerships and consider collaborative working opportunities. Equally there is the need to remodel and create a more innovative service that is focused on improving customer satisfaction.</p> <p>The Strategic Outline Case was approved by Cabinet in March 2016 with the Outline Business Case (OBC) being approved on the 1<sup>st</sup> November 2016. Based on the analysis from the OBC, the preferred option is the Wholly Owned Company (WOC) as it is the quicker option to implement and can meet the timescale set for efficiency savings; the set up costs are less; it would help to retain staff as it provides some stability of employment, and it provides opportunities to incentivise and motivate staff.</p> <p>It was recommended that we progress by applying a staged approach initially via the completion of the FBC over the next 12 months. This would involve engaging specialist consultancy support to advise on the setting up of a Wholly Owned Company and the legal and commercial input that will be required to ensure the maximum gain possible from this option. At the same time the consultancy support focusing on the commercial opportunities can also enable the Modified In House arrangement to be implemented to ensure that all current opportunities to improve productivity and increase income are realized as early as possible.</p> <p><b><u>Modified In-House</u></b></p> <p>The Council can trade under its various local government powers. Growth will be dependent upon a number of factors including: market opportunities, competition, competitiveness of the Council, and entrepreneurial acumen of staff.</p> <p><b><u>Wholly Owned Company with Teckal Exemption</u></b></p> <p>The Council has the power to trade through a Company, under section 95 of the Local Government Act 2003 in respect of anything which the Council is authorised to do for any of its functions. The Company can trade up to 20% of the value of the ‘passported’ work, without causing the company to lose the right to do ‘passported’ work (however there is potential to set up another trading company if threshold is likely to be breached). The Company structure allows for the implementation of more dynamic corporate governance arrangements more suited to commercial activities, at arms-length from the Council. All profit would benefit the Council as the company’s only shareholder.</p> <p>The proposed project methodology is based on the Office of Government Commerce ‘<b>Five Case Model</b>’. This model has been used successfully by UK Government departments and the wider public sector for many years and has now been adopted and widely copied around the world. It comprises of the following five key components: - The Strategic Case, The Economic Case, The Commercial Case, The Financial Case and The Management Case. At key stages there are project proposal documents: - The Strategic Outline Case, The Outline Business Case and the Full Business Case.</p>							

Page 156

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Nichola Davies	HGSS Project Officer	25/7/16
2	Nichola Davies	HGSS Project Officer	24/8/16
3	Nichola Davies	HGSS Project Officer	16/11/16
4	Nichola Davies	HGSS Project Officer	04/01/17

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The HTR service is looking at ways to deliver its current services whilst achieving the savings outlined in the MTFS.	Good	The service is in the process of completing a FBC to enable them to progress into setting up a Wholly Owned Company	Good	<ul style="list-style-type: none"> <li>Strategic Business Case.</li> <li>5 Case Model Approach.</li> <li>Risk and Incident Registers.</li> <li>Project Initiation Document.</li> <li>High Level Financial Review.</li> <li>Consultation Process.</li> <li>Outline Business Case Document</li> <li>Full Business Case Document</li> </ul>
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The current work force will be transferred under TUPE to the new delivery model. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	The contract can stipulate the need to support local business, to continue to enable apprenticeships and any other items that have a link to supporting the economy of Powys.	Good	As above
Learning	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills.	Good	As above

Page 157

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills. The current work force will be transferred under TUPE to the new delivery model.	Good	<ul style="list-style-type: none"> <li>• Number of apprentices in workforce.</li> <li>• Strategic Business Case.</li> <li>• 5 Case Model Approach.</li> <li>• Risk and Incident Registers.</li> <li>• Project Initiation Document.</li> <li>• High Level Financial Review.</li> <li>• Soft Market Testing.</li> <li>• Consultation Process.</li> <li>• Outline Business Case Document.</li> <li>• Full Business Case Document</li> </ul>
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	The current work force will be transferred under TUPE to the new delivery model if applicable. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Proper analysis of the 5 alternative delivery models will be carried out to ensure the most relevant ADM is adopted for each of the service areas.	Good	As above

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 159

<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	If a joint venture or outsource contract was set up, the new partner may be a non-Welsh speaking company, this may have an impact on the opportunity for its workers to use the Welsh language during working hours	Unknown	Ensure workforce are able to continue to converse in Welsh when desired. Due to Welsh Legislation, the Welsh language must be used where applicable.	Good	<ul style="list-style-type: none"> <li>• Strategic Business Case.</li> <li>• 5 Case Model Approach.</li> <li>• Risk and Incident Registers.</li> <li>• Project Initiation Document.</li> <li>• High Level Financial Review.</li> <li>• Consultation Process.</li> <li>• Outline Business Case Document.</li> <li>• Full Business Case Document</li> </ul>
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Unknown		Good	As above
<i>Opportunities to promote the Welsh language</i>	As above	Unknown		Good	As above
<i>Welsh Language impact on staff</i>	As above	Unknown		Good	As above
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Unknown		Unknown	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	If the HT&R service fails to meet its savings target there will be an impact on future delivery of services. This will include reduced or loss of services. The failure to meet the savings could also mean redundancies are made or the company and its workforce are brought back in house.	Unknown	Proper analysis of the WOC model will be carried out.	Good	<ul style="list-style-type: none"> <li>Strategic Business Case.</li> <li>5 Case Model Approach.</li> <li>Risk and Incident Registers.</li> <li>Project Initiation Document.</li> <li>High Level Financial Review.</li> <li>Consultation Process.</li> <li>Outline Business Case Document.</li> <li>Full Business Case Document</li> </ul>
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	The service is exploring new ways of working, it is hoped the WOC will be able to increase partnerships with external agencies and local businesses	Unknown	Proper analysis of the WOC model will be carried out.	Good	As above
<b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. <b>Communication and Engagement</b>	Keep staff and stakeholders informed with progress of the project	Good	<p>Staff engagement workshops are currently being completed.</p> <p>Staff intranet page 7995 kept up to date.</p> <p>Article in staff magazine.</p>	Good	<ul style="list-style-type: none"> <li>Strategic Business Case.</li> <li>5 Case Model Approach.</li> <li>Risk and Incident Registers.</li> <li>Project Initiation Document.</li> <li>High Level Financial Review.</li> <li>Consultation Process.</li> <li>Outline Business Case Document.</li> <li>Full Business Case Document</li> </ul>

Page 160



# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	The council must ensure service provision continues for statutory services.	Good	Proper analysis of the WOC model will be carried out.	Good	As above
<b>Integration:</b> 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.	There may be some impact on other service areas throughout the council, this is something that will need to be taken into account during the completion of the FBC.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills.	Good	As above
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills. The current work force will be transferred under TUPE to the new delivery model.	Good	<ul style="list-style-type: none"> <li>• Strategic Business Case.</li> <li>• 5 Case Model Approach.</li> <li>• Risk and Incident Registers.</li> <li>• Project Initiation Document.</li> <li>• High Level Financial Review.</li> <li>• Consultation Process.</li> <li>• Outline Business Case Document.</li> <li>• Full Business Case Document</li> </ul>
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<b>Principle</b>	<b>How does the policy / change objective impact on this principle?</b>	<b><u>Inherent Judgement</u></b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b><u>Residual Judgement</u></b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	The whole of the HT&R workforce will be affected by this project. Core funded support services for the HT&R service will be affected by this project.	Unknown	Staff consultations will be carried out and staff updates will be given frequently throughout the life time of the project.	Good	As above

Page 162

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	High	High

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss or reduction of service delivery			
Savings target not achieved			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk
Proper analysis of the WOC model will be carried out			High
Keep staff and stakeholders informed with progress of the project.			High
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes, it is highly likely there will be a reduction in the requirement of support services currently provided internally within the Council.			

Page 163

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Judgements remain unknown at this time until further analysis work is done (Business Case). The main driver for the project is the achievement of the savings target of £150k in 17/18 and a further £1,576,850 in 18/19.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Project Initiation Document Project Brief Project Plan Project Highlight Report Minutes of project board meetings Outline Business Case All documents can be found in the below folder: X:\HTandR\Project Management\19. Commissioning of Services

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Project Board Independent Scrutiny Review Service Management Team Service MTFS Projects Meetings
<b>Please state when this Impact Assessment will be reviewed.</b>
November 2018

10. Sign Off

Position	Name	Signature	Date
<b>Project Manager:</b>	Lisa Griffiths		
<b>Head of Service:</b>	Nigel Brinn		
<b>Strategic Director:</b>	Paul Griffiths		
<b>Portfolio Holder:</b>	Clr John Brunt		25/01/2017
	Clr John Powell		24/01/2017
	Clr Graham Brown		26/01/2017

Page 164

FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Youth Service	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown									
<b>Policy / Change Objective / Budget Saving</b>	1718-24 Youth Service															
<b>Outline Summary</b>																
Restructure of Powys Youth Service – Year 2 (as part of a three-year savings plan, the Youth Service is required to make savings of £180k in 2017/18). This will be made up of:																
<table border="0"> <tr> <td>A. YFC Grant</td> <td>-</td> <td>£30k</td> </tr> <tr> <td>B. Youth Information and Quality Assurance Team restructure</td> <td>-</td> <td>£40k</td> </tr> <tr> <td>C. Savings from Year 1 restructure</td> <td>-</td> <td>£83k - £113k (depends on how many/any vacant posts are filled)</td> </tr> </table>								A. YFC Grant	-	£30k	B. Youth Information and Quality Assurance Team restructure	-	£40k	C. Savings from Year 1 restructure	-	£83k - £113k (depends on how many/any vacant posts are filled)
A. YFC Grant	-	£30k														
B. Youth Information and Quality Assurance Team restructure	-	£40k														
C. Savings from Year 1 restructure	-	£83k - £113k (depends on how many/any vacant posts are filled)														
All responses below will apply to A, B and C unless stated. The three year plan is to remodel the Youth Service to create:																
<ol style="list-style-type: none"> <li>1. Open access youth services in the high schools and community settings within the five main areas of population and focusing on hard to reach groups.</li> <li>2. Targeted youth provision, offering one to one support for those young people with barriers to engagement and learning.</li> <li>3. Commissioned services that can be delivered by others and seek to support universal youth provision delivered through the community and third sector.</li> </ol>																
This will require a review of building ownership and occupation, with emphasis on how services are provided and supported, rather than an approach that centres on specific buildings.																

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Helen Quarrell / Sue Cox / Freddy Greaves	Youth Service Management Team	03/01/2017

Page 165

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>The service is going to be delivered for less, but the amount of change to the service raises its own issues around short-term economy and long term strategy. The previous delivery model could not be sustained with reduced funding. However, the Youth Service provision contributes greatly to the early intervention and prevention agenda, which seeks to support issues arising before they become critical, reduces criminal behaviour and lower the requirement for more expensive, intense intervention, from e.g. Social Services, Youth Justice, Mental Health Services and the Police.</p> <p>Open-access provision also has a strategic role to play by offering a mechanism to identify potentially vulnerable young people and working with young people who are post-statutory education age in the community. Youth provision supports young people's personal development and teaches them to make informed choices and understand consequences. It supports them to have better Life Chances and to be actively engaged in the community</p> <p>It has been shown that the cost of late intervention falls most heavily on Local Authorities.</p>	Very Poor	<p>Conversations have taken place with YFC around how they continue to deliver services with a reduced grant. Changes to systems and processes across the Youth Service will allow the continued delivery of Quality Assurance.</p> <p>The move towards provision in schools increases the access to support from youth workers for attending pupils. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available in those towns. We will develop a work plan around engaging with the third sector. However, the post-statutory education age group are unlikely to be catered for by voluntary youth club provision.</p>	Poor	<ul style="list-style-type: none"> <li>• National Youth Work Strategy 2014-2018</li> <li>• Welsh Government Youth Work Charter</li> <li>• Youth engagement and progression framework</li> <li>• EIF - The Cost of Late Intervention</li> </ul>
Supporting people in the community	No impact	Neutral		Neutral	

Page 166

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.</p> <p>The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	Poor	<p>We will have discussions with the third sector and the YFC around supporting accreditation of informal / non-formal learning.</p> <p>We will look to further develop the accreditation of the work delivered by the targeted Youth Service in and outside schools.</p> <p>However, there is very limited financial and time resource available to accredit open access work. Furthermore, a long term ill-health situation in the Youth Service Management Team means there a gap in the normal coordination of accreditation.</p>	Poor	<ul style="list-style-type: none"> <li>• Capability mapping exercise delivered by PAVO;</li> <li>• ARAD Research Appraisal of Options</li> </ul>

Page 167

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	<p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people.</p> <p>The focus on school-based work will mean that young people who do not attend school will have fewer opportunities. For example, we delivered the Agored Cymru units such as babysitting, personal development and communication skills development within youth club time.</p>	Poor	<p>The move towards a targeted provision in schools will increase access that some young people have to a youth worker and consequently support learner outcomes for more young people.</p> <p>We will look to develop the relationships with the high schools to maximise the opportunities available and work with them on implementing Curriculum for Life.</p> <p>We will develop the accreditation available through targeted provision, however there will be a reduction in open access accreditation, especially for those of post-statutory education age. Furthermore, a long term ill-health situation in the Youth Service Management Team means there a gap in the normal coordination of accreditation.</p>	Poor	<ul style="list-style-type: none"> <li>• Youth Work in Schools in Wales Summary Report</li> <li>• Principal Youth Officers' Group Discussion Paper</li> <li>• National Youth Agency Commission into the role of youth work in formal education</li> <li>• Youth Work in Wales: Principles &amp; Purposes</li> <li>• Powys Youth Service Curriculum Strategy</li> </ul>

Page 168



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Potential for reduction in accredited opportunities. Less support available for the re-engagement of vulnerable young people. A reduction in early intervention /prevention services will lead to an increased burden on late intervention services such as social services, youth justice, the police and the health board. This additional cost will lead to less public money available for other spending priorities.</p>	<p>Very Poor</p>	<p>Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a vastly reduced level compared to current levels). A reduced level of youth worker support will be retained, mainly in schools. Support will be directed at those identified as most in need of support, however there will continue to be gaps e.g. non-school attenders and those older than school age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> <li>• Structure Chart</li> <li>• Performance Reports</li> </ul>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Fewer opportunities to deliver informal / non-formal learning around the environment, ecology and ecosystems. More travel required to access a reduced level of youth provision.</p>	<p>Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns. We will consider travel when designing school-based provision such as after-school clubs.</p>	<p>Neutral</p>	

<p><b>A healthier Wales:</b>          A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>A reduction in contact time with youth workers. Fewer young people (and their families) in need being identified at an early stage for support, signposting and referral to other services.</p> <p>This reduction in early intervention / prevention work will have a negative financial impact on late intervention services such as Youth Justice, Social Services and the Health Board.</p> <p>Reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing.</p> <p>A reduction in the opportunities for socialising outside school with peers, and learning important social and life skills which contribute to healthy body and minds.</p> <p>Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.</p>	<p>Very Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p> <p>We will discuss health and well-being when developing an appropriate range of informal / non-formal learning opportunities with schools.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns.</p> <p>However, there will be significant gaps in provision, especially for those of post-statutory education age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> <li>• Youth Work Alliance Wales Programme for Government</li> </ul>
--	--	------------------	---	-------------	--

<p><b>A Wales of cohesive communities:</b>          Attractive, viable, safe and well-connected Communities.</p>	<p>Fewer activities may result in young people 'hanging around', leading to fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, including those where the Youth Service works with partners such as Road Safety, the Police, the Fire Service and the Health Board. Reduced opportunity to challenge inappropriate behaviour, language and views which can lead to social isolation.</p>	<p>Very Poor</p>	<p>The reduction in funding will result in limited capacity and resources to respond to community needs.</p> <p>However partnerships and joint working arrangements may bring added value.</p>	<p>Very Poor</p>	<p>PYOG - Role of Youth Work in preventing offending behaviour</p>
<p><b>A globally responsible Wales:</b>          A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Reduction in delivery of curriculum activities concerned with citizenship, information and advocacy.</p>	<p>Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in Powys.</p>	<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Delivery in Machynlleth youth club, which was bilingual, ceased in 2016. There is also reduced youth worker support for the bilingual club in Brecon.</p>	<p>Poor</p>	<p>Existing Welsh Language provision via the Welsh Language Youth Worker and the Urdd will remain. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p>	<p>Neutral</p>	<p>SLA between PCC and Urdd Gobaith Cymru (Powys)</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	There will be a reduction in overall level of youth service provision but the intention is to continue to engage with young people in the language of their choice	Neutral	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd).	Neutral	
<i>Opportunities to promote the Welsh language</i>	An overall reduction in youth provision, meaning fewer opportunities to promote the Welsh language.	Poor	Explore supporting third party organisations that deliver projects and activities promoting Welsh language and culture (e.g. Urdd). We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	An overall reduction in youth provision, meaning fewer opportunities to participate in sport, art and recreation.	Poor	We will discuss this with schools and the third sector when developing an appropriate range of informal / non-formal learning opportunities.	Poor	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Services for 11 – 25 year olds with focus on 13 – 19. Reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. There will be a reduction in the range of positive activities provided, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other yp, having a safe space outside the family setting and being socially included will be impacted upon.	Poor	A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.	Neutral	
<i>Disability</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	There is limited capacity for work in special schools and this is a clear gap that needs to be addressed.	Poor	

Page 172

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Gender reassignment</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	Each Youth Hub has had training around LGBT and gender reassignment issues and will be able to offer support to young people when issues arise. We will work to ensure that targeted support is available to recognise young people's needs.	Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	Racism will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. Appropriate training for youth workers will be available. We will work to ensure that targeted support is available to recognise young people's needs.	Neutral	
<i>Religion or belief</i>	Intolerance will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Sex</i>	The 'C' card scheme will be maintained and relationship issues will still remain a focus for the curriculum promoting healthy sexuality. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Sexual Orientation</i>	Intolerance will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Pregnancy and Maternity</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school. We are no longer supporting Young Parent's groups.	Poor	As above	Poor	

Page 173



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The service is going to be delivered for less, but the amount of change to the service raises its own issues around short-term economy and long term strategy. There will still be a need for youth provision to support YP in most need and provide a range of informal, non-formal learning and recreational activities. The current structures and delivery models are not sustainable given the level of savings required. The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings. The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	<p>Poor</p>	<p>To explore the potential of carrying out some long term, generational, decadal planning, review census data, etc.</p> <p>The long term goal is to seek out new opportunities and work closely with community groups and third sector to deliver youth-based activities and projects across the county.</p> <p>The role of supporting those most in need of Youth worker support will be strengthened, through staff based in High Schools and targeted provision.</p>	<p>Neutral</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>Following on from the completion of the research work undertaken by Arad and PAVO it is clear that collaboration is required to deliver universal youth services to all young people in Powys. However, there will be a reduced range of activities where the Youth Service directly works with partners such as Road Safety, the Police, the Fire Service and the Health Board.</p>	<p>Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners, and specifically with the YFC.</p>	<p>Neutral</p>	
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.</p>	<p>Neutral</p>	<p>Ensure that all existing and new partners are actively involved in consultation, participation and planning. We will conduct annual surveys with young people and parents to inform any service development and commissioning.</p>	<p>Good</p>	<p>Draft Powys Children and Young People's Participation Strategy 2015-2018</p>

Page 176



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 177

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.</p>	<p>Reduced contact time with professional youth workers resulting in fewer young people (and their families) able to access the range of support available. This can include – Access to other Young People, having a safe space outside the family setting, being socially included. Reduction in the range of positive activities which supports YP physical and mental wellbeing (citizenship, sports, arts, health). Signposting and referral to other support services. Without this support, situations will develop which require a higher, more costly level of intervention, such as targeted support or Social Services.</p>	Very Poor	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners.</p> <p>A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p> <p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.</p>	Poor	
<p><b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</p>	<p>We will continue to actively participate in meetings involving the range of public and third sector bodies in Powys.</p>	Neutral	<p>We will review the Youth Service approach to integration and joint-working.</p>	Neutral	

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>As in earlier sections, it is predicted that a reduction in the range of support and opportunities for young people may have a negative impact on health, education and well-being outcomes.</p>	<p>Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners. A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys. We will also develop the partnerships and targeted work supporting young people who are NEET (Not in Education, Employment and Training).</p>	<p>Poor</p>	
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Reduction in open access provision, which could lead to fewer opportunities for young people to develop trusting relationships with youth workers, potentially resulting in fewer disclosures of abuse and neglect. Alternatives may be less successful in highlighting such issues.</p>	<p>Very Poor</p>	<p>Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.</p>	<p>Very Poor</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for these young people.  Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.	Poor	A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.	Neutral	
<b>Impact on PCC Workforce</b>	Making staff redundant.	Very Poor	Follow management of change process.	Very Poor	

Page 179

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to meet statutory function of delivering a 'high quality Youth Service' and to meet national priorities including the Wellbeing of Future Generations Act, the Youth Engagement & Progression Framework, Tackling Poverty agenda and Youth Work in Wales strategy.			
Failure to meet local priorities including contributing to the Estyn inspection framework 'Local Authority Education Service for Children and Young People' and the Corporate Improvement Plan.			
Disadvantaged young people no longer voluntarily engage with the service due to the delivery changes - young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant			
Limited capacity in third sector to deliver replacement services			
Lack of identified budget to commission third sector to deliver services			
Capacity to manage Youth Service efficiently compromised due to reduction in Management Team			
Reduction in services as a consequence of reduced funding from Welsh Government and Revenue Support Grant			
Not achieving budget savings targets			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	✓		
Mitigating Actions			Residual Risk (after mitigation)
Work with schools and other partners on alternative delivery models.			Medium
Work with other departments on ensuring impact of cuts are fully understood			Medium
Ensure targeted youth support is available to support the most vulnerable young people			High
Restart discussion with third sector regarding delivery			High
Identify final budget for 2017/18 and proposed budget for 2018/19			High
Ensure that roles are clearly defined			High
Consider alternative delivery models			High
Seek further in-year savings			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
<ul style="list-style-type: none"> <li>The work of the universal and targeted youth services supports the Children &amp; Young People's Partnership early intervention and prevention agenda. Potential impacts include an increase in offending behaviour and a greater requirement for access to expensive Social Services support (including Children's Area Teams and Youth Justice Service).</li> <li>A reduction in extent of youth worker provision that delivers informal/non-formal learning has the potential to impact on educational outcomes for some young people – therefore there will be an impact on schools and other educational establishments, and the Schools Service.</li> <li>Impact on people/organisations using current youth service buildings (assuming they are transferred to others or closed), for example the Pupil Referral Unit, a range of voluntary sector services.</li> </ul>			

Page 180

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Young people will continue to have access to qualified youth workers who can provide advice, guidance and mentoring, however there will be reduced opportunities to access this support. A reduction in early intervention / prevention support will lead to an increased burden on more expensive late intervention services such as Youth Justice, Social Services, the Police and the Health Board.</p> <p>The service budget reduction will also result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities outside schools. This will particularly impact on those smaller towns where youth clubs have closed.</p> <p>The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at risk or disengaged from society remains. A grant bid is being pursued to strengthen this approach but there are threats to some of the funding sources used to support this.</p> <p>The service had hoped to implement a grant-led approach to commissioning of work and projects from local communities and third sector, but the savings expected from the Year 1 restructure to enable this were not realised. Therefore, this approach will have to be reconsidered.</p> <p>The Service will continue to explore an exit strategy from direct owner/occupation of the remaining five youth centres, and instead procure access to venues as and where necessary.</p>	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Via the Youth Service Project Board and Leisure and Recreation Quarterly Performance Reviews
Please state when this Impact Assessment will be reviewed.

### 10. Sign Off

Position	Name	Signature	Date
Service Manager:	Helen Quarrell / Sue Cox / Freddy Greaves		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Graham Brown		26/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adults	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-41 Right sizing of Packages – Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours						
<b>Outline Summary</b>							
Right Sizing of Community Care Packages through Reablement approach. Increased use of reablement should see a £1.1m reduction in use of home care over the next two years. The client will have more intensive support that should then allow them to stay independent and less reliant on home care etc. Deliver £604k savings in 2017/18 and £511k savings in 2018/19. Business modelling suggests that an estimated additional 21 packages per month will need to go through this service.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational services	19/12/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	An additional 21 packages per month to ensure either no ongoing support or reduced support required.	Good	There will need to be robust modelling to ensure that this objective is fulfilled.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence.	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy	There will need to be greater utilisation of community / third sector and independent providers of care.	Good		Good	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathways.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting needs.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	People can live in their communities without the requirement for domiciliary care.	Good		Good	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 184



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	People will be enabled to remain in their own homes and supported to regain or maintain independence	Neutral		Neutral	
<i>Disability</i>	People will be enabled to remain in their own homes and supported to regain or maintain independence	Neutral		Neutral	
<i>Gender reassignment</i>	No impact on this	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact on this	Neutral		Neutral	
<i>Race</i>	No impact on this	Neutral		Neutral	
<i>Religion or belief</i>	No impact on this	Neutral		Neutral	
<i>Sex</i>	No impact on this	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact on this	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact on this	Neutral		Neutral	

Page 185

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for older people who prefer to stay in a setting familiar to them e.g. their own homes, and become more resilient by being supported to regain or maintain independence through short-term time limited support.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working will be key to the delivery of this, through integration and working with providers and other third sector partners.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive support.	Good		Good	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The service is currently delivered in full partnership with PTHB and is underpinned by a Section 33 agreement.	Good		Good	

Page 186

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 187

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Socio-economic opportunities may arise within communities to support people at home via third sector organisations / private providers.	Unknown		Unknown	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Potentially there may be impacts on the delivery model. This is yet to be identified until a review is undertaken.	Unknown		Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Very High	High

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Risk of continued issues with operationalisation of the service affects the ability to make the savings			
Risk to timescale of delivery as the model would need to be optimally operating by 1 <sup>st</sup> April 2017			
Risk that service users do not embrace the approach			
We have less than 2 months to deliver full year effect – work/capacity has not started to achieve this			
The business case will rely on full demand management and circa 48 packages ceasing in current service to achieve 604k in 17/18			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Full participation with all stakeholders and staff required			High
External capacity would need to be sought to meet the timescales set for full year effect			High
Work on public communications and cultural changes required to be delivered as above			High
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Positive effect on citizens as in-line with delivery of legislation i.e. Social Services and Well-being Act (Wales) 2014 which promotes independence. This will increase the flow of people through preventative services and reduce the need for long term statutory support.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by Head of Services.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

**FORM ENDS**

This page is intentionally left blank

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



High Risk IAs reducing to Medium Risk after Mitigation

- 1718-04 Staff Savings
- 1718-07 Business Support (New Model)
- 1718-08 Closure of 2 HWRCs
- 1718-29 Raise age of admission
- 1718-32 Review of fair funding formula
- 1718-35 Re-configure Day Time Opportunities
- 1718-36 Learning Disabilities
- 1718-43 LAC
- 1718-60 Additional Income Target

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	RPC	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell Cllr Tony Thomas
<b>Policy / Change Objective / Budget Saving</b>	1718-04 Staff Savings						
<b>Outline Summary</b>							
<p>When the administrative staff transferred back into RPC from BSU they moved across with the understanding of a 20% budget reduction in 2017/18. This amounts to £90k in regard to Regulatory Services.</p> <p>It is proposed to remove two administrative support posts within Regulatory Services. The redistribution of work within the group of staff will be necessary to maintain levels of support for services and the introduction of a new automated telephone system should lead to less call handling by staff.</p> <p>There are currently three vacant administrative posts within Development Management, which are being temporarily filled, and HR has specified that due to these vacancies, voluntary severance for other staff who have expressed a past interest in this, is not an option. The temporary staff currently occupying these `vacant` posts have high levels of skills applicable to the planning service and it is feared that an impact will be felt on the service delivered. The savings will be found within the group through taking two posts and any balance remaining will be covered by increased fee earnings from Regulatory Services.</p>							

Page 192 Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 <sup>nd</sup> December 2016
2	Ken Yorston	Senior Manager Regulatory Services	3 <sup>rd</sup> January 2017
3	Ken Yorston	Senior Manager Regulatory Services	12 <sup>th</sup> January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will substantially meet the budget requirements for the service, although it will likely lead to inefficient service delivery in the short term due to the transfer of staff into the Planning Service who do not have necessary skills and knowledge.	Good	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Good	Agreed at meeting of Regulatory Services` Professional Leads
Supporting people in the community	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
Learning	No impact	Neutral		Neutral	

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 194

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	The administrative staff within Regulatory Services are 100% female. This 'group' of staff is going to be subject to the loss of vacant posts and opportunity.	Poor	Work with Trade Unions and consult with affected staff.	Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Work with Trade Unions and consult informally with affected staff.	Good		Good	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	

Page 195

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 196

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Staff are going to be subject to redistribution of work and therefore increased pressure	Poor	Work with Trade Unions and consult informally with affected staff.	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	High	High

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of knowledge and experience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Shadowing of temporary staff to transfer knowledge			Medium
Introduce new call handling service for Development Management			Medium
Redistribute work around the County			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Page 197

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Remove 2 out of the 3 vacant posts in the structure. It is unfortunate that these vacant posts are located within the same service (Development Management) and there is no doubt that this service requires ongoing administrative support to existing levels. This support will be provided from staff that are currently located in services elsewhere, with the result that their work will have to be redistributed amongst all staff throughout the County. A lot of the Administration support work is time pressured (e.g. cemeteries). Work on Prosecutions cases. Data entry of material. Delays could result in inaccurate quarterly reporting. Statutory performance indicators for planning applications need to be adhered to. Planning has previously been seen as a failing service, and we don't want the service to return to this perception. More of an issue with the loss of knowledge and experience, rather than the number of people going (as there may be capacity within the wider administration group).	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
An assessment of current capacity within the administrative group has been undertaken by the Supervisors and whilst any reduction in staffing levels is a cause for concern, it is deemed that the above approach is the most suitable to meet the cuts and maintain service delivery.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
A review will take place after 3 months of implementation to ensure that any adverse effects from the changes are identified
Please state when this Impact Assessment will be reviewed.
July 2017

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ken Yorston		13/01/17
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Powell Cllr Tony Thomas		24/01/2017 27/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	RPC	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell Cllr Tony Thomas
<b>Policy / Change Objective / Budget Saving</b>	1718-07 Business Support (New Model)						
<b>Outline Summary</b>							
<p>When the administrative staff transferred back into RPC from BSU they moved across with the understanding of a 20% budget reduction in 2017/18. This amounts to £90k in regard to Regulatory Services.</p> <p>It is proposed to remove two administrative support posts within Regulatory Services. The redistribution of work within the group of staff will be necessary to maintain levels of support for services and the introduction of a new automated telephone system should lead to less call handling by staff.</p> <p>There are currently three vacant administrative posts within Development Management, which are being temporarily filled, and HR has specified that due to these vacancies, voluntary severance for other staff who have expressed a past interest in this, is not an option. The temporary staff currently occupying these `vacant` posts have high levels of skills applicable to the planning service and it is feared that an impact will be felt on the service delivered. The savings will be found within the group through taking two posts and any balance remaining will be covered by increased fee earnings from Regulatory Services.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 <sup>nd</sup> December 2016
2	Ken Yorston	Senior Manager Regulatory Services	3 <sup>rd</sup> January 2017
3	Ken Yorston	Senior Manager Regulatory Services	12 <sup>th</sup> January 2017

Page 199

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will substantially meet the budget requirements for the service, although it will likely lead to inefficient service delivery in the short term due to the transfer of staff into the Planning Service who do not have necessary skills and knowledge.	Good	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Good	Agreed at meeting of Regulatory Services` Professional Leads
Supporting people in the community	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
Learning	No impact	Neutral		Neutral	

Page 200 How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 201

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	The administrative staff within Regulatory Services are 100% female. This 'group' of staff is going to be subject to the loss of vacant posts and opportunity.	Poor	Work with Trade Unions and consult with affected staff.	Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Work with Trade Unions and consult informally with affected staff.	Good		Good	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	

Page 202

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 203

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Staff are going to be subject to redistribution of work and therefore increased pressure	Poor	Work with Trade Unions and consult informally with affected staff.	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	High	High

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of knowledge and experience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Shadowing of temporary staff to transfer knowledge			Medium
Introduce new call handling service for Development Management			Medium
Redistribute work around the County			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 204

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Remove 2 out of the 3 vacant posts in the structure. It is unfortunate that these vacant posts are located within the same service (Development Management) and there is no doubt that this service requires ongoing administrative support to existing levels. This support will be provided from staff that are currently located in services elsewhere, with the result that their work will have to be redistributed amongst all staff throughout the County.</p> <p>A lot of the Administration support work is time pressured (e.g. cemeteries). Work on Prosecutions cases. Data entry of material. Delays could result in inaccurate quarterly reporting. Statutory performance indicators for planning applications need to be adhered to. Planning has previously been seen as a failing service, and we don't want the service to return to this perception. More of an issue with the loss of knowledge and experience, rather than the number of people going (as there may be capacity within the wider administration group).</p>	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
An assessment of current capacity within the administrative group has been undertaken by the Supervisors and whilst any reduction in staffing levels is a cause for concern, it is deemed that the above approach is the most suitable to meet the cuts and maintain service delivery.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
A review will take place after 3 months of implementation to ensure that any adverse effects from the changes are identified
Please state when this Impact Assessment will be reviewed.
July 2017

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ken Yorston		13/01/17
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Powell Cllr Tony Thomas		24/01/2017 27/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		1718-08 Household Waste Recycling Centre (HWRC) Review					
<b>Outline Summary</b>							
<p>There is a saving of £700k proposed in the Medium Term Financial Strategy (MTFS) to close two of the five sites. This would leave one site in each shire. A consultation was carried out during November 2016 which demonstrated considerable opposition with this proposal. As a result additional funding has been provided which has left a shortfall of £200k still to find. The proposal to achieve this is as follows:</p> <ul style="list-style-type: none"> <li>- To reduce the opening days at all sites to three days per week including one weekend day and ensuring there is a site available on each day of the week</li> <li>- To install compaction equipment where possible at the sites</li> <li>- To increase the cost of a trade recycling permit from £150 to £200</li> <li>- To restrict the use of commercial vehicles and large trailers on sites to those with a current trade recycling permit</li> </ul>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

<b>Version</b>	<b>Author</b>	<b>Job Title</b>	<b>Date</b>
1.0	Ashley Collins	Waste and Recycling Strategy Manager	06/01/2017

How does your policy / change objective / budget saving impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the policy / change objective impact on this priority?</b>	<b>Inherent Judgement</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>Residual Judgement</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Services delivered for less</b>	Service reduced and public who use commercial vehicles will be restricted	Poor	Service users informed of days of opening and restrictions in place and diverted to alternative sites when local site not open	Neutral	Monitoring of sites
<b>Supporting people in the community</b>	Service reduced	Poor	As above	Neutral	Monitoring of sites
<b>Developing the economy</b>	There will be a small increase in the charge for a commercial waste permit although this still represents good value for money	Poor	Commercial operators will be communicated with an alternative options	Neutral	Monitoring of take-up of service
<b>Learning</b>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Neutral	Monitoring of sites
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Very Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Poor	Monitoring of sites
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 207

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	With sites open on limited days, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required.	Neutral	Public consultation
<i>Disability</i>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	As above	Neutral	Public consultation
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 208



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Neutral	Public consultation
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Need to work with existing contractors to maximise savings and minimise disruption	Neutral		Neutral	
<b>Involvement:</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Very Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Poor	Public consultation
<b>Integration:</b> <i>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.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 209

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	No impact	Neutral		Neutral	

Page 210

5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	High	High

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Recycling rate likely to reduce if sites are less accessible – risk of being fined by Welsh Government for failing to reach statutory targets			
Flytipping may increase if residents are not prepared to travel to recycle/dispose of their waste although experience elsewhere would suggest that this will be minimal.			
Increased use of remaining Community Recycling (bring) Sites is likely to increase resulting in additional requirement to service			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk
Awareness raising to encourage residents to use alternatives available			Medium
Enforcement Action if there is illegal tipping of waste			Medium
Increase servicing of remaining Community Recycling Sites			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
If flytipping does increase there will be an additional cost for clearing and disposing of this waste. There is likely to be a pressure on the servicing requirements of the Community Recycling Sites.			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
The initial impact on residents will be high but this will reduce once the public are used to the new arrangements. As all sites are affected but none closing there will not be one sector of the community that is unfairly effected.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
A full public consultation has been carried out to inform the proposal.

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Use of sites will be monitored in terms of tonnage throughput and number of users at particular times
<b>Please state when this Impact Assessment will be reviewed.</b>
September 2017

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr John Powell		24/01/2017

Page 211

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-29 Raise age of admission						
<b>Outline Summary</b>							
<p>Under the current admissions policy children can start in a Primary School at the start of the term in which he/she has her fourth birthday, prior to this they can access two terms of authority funded pre-school 3 year old education provision.</p> <p>The statutory age of admission is at the start of the term following a child's fifth birthday, with many authority's admitting children at the start of the school year (September) following his/her fourth birthday.</p> <p>The proposal is to change the age of admission to schools in Powys, to be in line with the majority of our neighbouring authorities in both Wales and England, to the start of the school year following a child's fourth birthday. This proposal will change the start of school by between one and two terms and it is proposed that this loss of provision will be replaced by the increase and extension of the pre-school provision from 10 hours per week up to 12.5 hours per week and for up to five terms following the child's third birthday. It is proposed that the change is implemented from the start of the school year in September 2017.</p> <p>Officers from the Schools Service and CYPP have undertaken a series of consultation meeting on the proposal. In Addition an on line consultation exercise was undertaken with over 700 responses being received.</p>							

Page 212  
 . Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	7 <sup>th</sup> April 2016
V3	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016
V4	Gareth Jones	Senior Manager – Central Services	16th December 2016

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>The proposal will make a net efficiency of £1.2m whilst ensuring that the authority meets its statutory provision in respect to Primary School Education and early years funding.</p> <p>The early years settings will be provided, through the commissioned contracts, a funding level that will ensure that they are funded at a sustainable level.</p> <p>The level of net efficiencies identified falls short of the £1.5m identified in the Councils MTFS</p>	Good	<p>The mitigating actions for this area are included in the proposal.</p> <p>The council will be required to change its Fair Funding Formula for the 2017-18 and subsequent financial years.</p>	Good	Consultation papers and funding arrangements for Schools and Early Years settings.
Supporting people in the community to live fulfilled lives	No impact	Neutral		Neutral	

Page 213

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The proposed change to the age of admission will have a negative impact on the Primary Schools delegated budget by reducing funding by £2.8m which will result in up to 120 teaching and Learning Support staff redundancies.</p> <p>There will be a positive impact of the change on the economic viability of childcare and early years settings through the increased number of children accessing the provision and therefore providing an increased funding base for the setting.</p> <p>The change to the age of admissions into the Primary Schools will have limited impact on this area, although the delay in children accessing full time education will have an impact on the family's economic position as there will either be an extended period of childcare requirements and costs or a delay in the parents' ability to fully return to employment.</p>	Neutral	<p>The authority will work will childcare providers to ensure the required places are available</p> <p>The authority is proposing to provide extended funded 3+ provision with a 25% increase in the number of funded hours. This represents nearly 60% of the hours children currently receive in full time school nursery provision. In addition the authority has a duty to ensure that the childcare demand can be met through childcare settings.</p>	Neutral	Consultation Papers and Funding Arrangements

Page 214

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Improving learner outcomes for all, minimising disadvantage</b>	<p>The delay of up to 3 terms in a child's admission to full time primary education will potentially have an impact on the outcomes for these children.</p> <p>Both Schools and Early Years Settings are inspected under the ESTYN common inspection framework and deliver in accordance to the Foundation phase curriculum.</p> <p>The proposal will reduce the number of hours in an education setting by 9 hours per week and will amount to 342 hours for those children born in the Autumn term.</p>	Poor	<p>The proposed increase in the number of funded pre-school hours will partly offset the negative impact of the change in the age of admission. The settings will be supported by a team of teachers to provide the required advice and support. Setting will be commissioned to deliver the early years provision and will be subject to contract monitoring arrangements to ensure that standards are being delivered at the level required in the contract.</p>	Neutral	Consultation Papers and Funding Arrangements

Page 215

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The proposal allows the authority to maintain funding levels for its statutory education provision, whilst providing a sustainable funding level for early years settings.	Good	The authority will work with early years settings to ensure that they can meet the childcare requirements.	Good	Consultation and funding papers
<b>A resilient Wales:</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).	No impact	Neutral		Neutral	

<p><b>A healthier Wales:</b>                  People’s physical and mental well-being is maximised and health impacts are understood.</p>	<p>The council has procedures and policies in place to support Children with Learning or Physical disability.                  The proposed change will not negatively impact on these procedures, however there will be a delay in services such as School Nurses being involved with children.                  Those children with significant needs will continue to be assessed through the current assessment procedures in Special Schools or other settings.                  There may be a disproportionate impact on parents who themselves have disabilities through reduced access to full day education provision, with no transport being provided to the early years settings.</p>	<p>Poor</p>	<p>The authority through the CYPP, Schools and other agencies will work to support children and parents with disabilities to enable those children to access the required education opportunities.</p>	<p>Neutral</p>	<p>CYPP and School Strategies.</p>
<p><b>A Wales of cohesive communities:</b>                  Communities are attractive, viable, safe and well connected.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A globally responsible Wales:</b>                  Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> Culture, heritage and Welsh language are promoted and protected.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>All schools and settings are required to deliver the foundation phase curriculum and “welsh language development” is one of the 7 areas of required learning and all children accessing support will have the opportunity to use the Welsh Language.</p>	<p>Neutral</p>	<p>The authority will through the implementation of the Welsh in Education Strategic plan, further encourage and support the development of Bilingualism</p>	<p>Good</p>	<p>WESP and Foundation phase curriculum.</p>



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 217

<i>Treating the Welsh language no less favourable than the English language</i>	The proposal impacts equally on both English and Welsh Provision, as part of the recommissioning of the 3+ early years provision the authority will be considering the availability of a Welsh Medium setting within reasonable journey time for all children.	Good	As part of the recommissioning of the 3+ early years provision the authority will be considering the availability of a Welsh Medium setting within reasonable journey time for all children.	Good	WESP and Foundation phase curriculum, together with commissioning documentation
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	All schools and settings are required to deliver the foundation phase curriculum and “welsh language development” is one of the 7 areas of required learning and all children accessing support will have the opportunity to use the Welsh Language. School staff have the opportunity to access funded sabbaticals to improve their Welsh language and delivery skills.	Very Good	The authority will through the implementation of the Welsh in Education Strategic plan, further encourage and support the development of Bilingualism	Very Good	WESP and Foundation phase curriculum.
<i>People are encouraged to do sport, art and recreation.</i>	The delay in full time education may delay a child’s access to healthy activity’s	Poor	Provide support to funded setting to encourage the extended use of the outdoor classroom for healthy activity’s	Neutral	Foundation Phase Curriculum requirements
<b>A more equal Wales:</b> People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	The proposal will impact on families with young children as evidenced by the age of the respondents to the consultation where over 75% of the responses received being from people in the 25 – 44 age group.	Poor	The authority is proposing to provide extended funded 3+ provision with a 25% increase in the number of funded hours. This represents nearly 60% of the hours children currently receive in full time school nursery provision. In addition the authority has a duty to ensure that the childcare demand can be met through childcare settings.	Poor	Consultation and funding papers

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 218

<i>Disability</i>	<p>The council has procedures and policies in place to support Children with Learning or Physical disability.</p> <p>The proposed change will not negatively impact on these procedures, however there will be a delay in services such as School Nurses being involved with children.</p> <p>Those children with significant needs will continue to be assessed through the current assessment procedures in Special Schools or other settings.</p> <p>There may be a disproportionate impact on parents who themselves have disabilities through reduced access to full day education provision, with no transport being provided to the early years settings.</p>	Poor	<p>The authority through the CYPP, Schools and other agencies will work to support children and parents with disabilities to enable those children to access the required education opportunities.</p>	Neutral	CYPP and School Strategies.
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	<p>The consultation responses were heavily weighted towards women with 82% of the 93% who indicated their sex being women.</p> <p>The proposal may impact on women more than men especially in relation to those children living in a single parent household with a delay in admission to school may delay the parents' ability to return to work.</p> <p>Those parents whose children would be entitled to Free School Meals would have increased food costs due to the delay in full time admission to Schools.</p>	Poor	<p>The council will through the relevant services support these parents to ensure they can access their full entitlements.</p>	Poor	Consultation responses
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<p><i>Equality Impact on PCC Staff</i></p>	<p>As a significant percentage of staff employed in Primary Schools as teachers or learning support assistants are female, the budget impact will result in a reduction of female staff employed in the schools. However the impact will fall equally on the male staff employed in those positions.</p>	<p>Neutral</p>	<p>The council will ensure through the management of change procedures that male and female are treated equally.</p>	<p>Neutral</p>	<p>Council's employment policies.</p>
--	--	----------------	--	----------------	---------------------------------------

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<i><b>Long Term:</b> Balancing short term need with long term and planning for the future.</i>	The short term impact of the proposal will be the significant impact on the staffing levels required in Schools (Reduction) and early years settings (Increase), together with the requirement to ensure that the authority and settings have enough places to meet the expected demand for early years places. In the longer term the provision of a sustainable funding system for the commissioned 3+ provision will ensure that the authority can meet its statutory requirements. The funding of the statutory school age provision Reception to Year 11 has been protected under this proposal	Good	The authority is working to identify the required number of 3+ places both in terms of total, catchment and language requirements.	Good	Consultation papers, funding arrangements and Cabinet paper re Schools Asset Management Plan.
<i><b>Collaboration:</b> Working together with other partners to deliver.</i>	The current and future 3+ provision is / will be delivered through a mixture of maintained (school run) and non-maintained settings. The exact split of the future network of providers will be dependent on the outcome of the commissioning process for the enhanced 3+ provision	Very Good	Recommissioning of the 3+ settings	Very Good	Details of current settings funded

Page 220

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement:</b> <i>Involving those with an interest and seeking their views.</i>  <b>Communication and Engagement</b></p>	<p>The proposal was subject to a wide consultation which received a high level of response during the spring term 2016. The detail of the commissioning requirements will be discussed with partner agencies before being tendered. Three events supported by business wales staff have been held during the Autumn term 2016 to inform providers with details of the process that will be required through the recommissioning process. Sessions are to be held in January 2017 to support settings through the required process</p>	<p>Very Good</p>	<p>Robust recommissioning procedures</p>	<p>Very Good</p>	<p>Consultation notes and responses</p>
<p><b>Prevention:</b> <i>Putting resources into preventing problems occurring or getting worse.</i></p>	<p>The proposed commissioning of the enhanced 3+ provision will prevent the current financial issues occurring in the future.</p>	<p>Good</p>	<p>The council will continue to monitor the financial position of settings through the finance and business support services.</p>	<p>Very Good</p>	<p>Financial figures and proposed funding levels</p>
<p><b>Integration:</b> <i>Positively impacting on people, economy, environment and culture and trying to benefit all three.</i></p>	<p>The proposed change to age of admission and the enhanced 3+ provision is due to the financial constraints facing the authority and the requirement to meet statutory education provision for children in reception to year 11. The proposed solution whilst reducing the hours of education being provided to nursery aged children, the integration of 3+, childcare and full time schooling delivered through the foundation phase curriculum will provide an integrated solution for early years children. The proposed recommissioned network of early years provision will provide the required geographical spread of settings.</p>	<p>Good</p>	<p>The development and implementation of robust transition plans from Flying Start settings to 3+ settings, and from 3+ settings to mainstream schools. This will be further enhanced by the integration of the two current support teams into a single team based in the Schools Service</p>	<p>Very Good</p>	<p>Transition plans and processes</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The proposal will have a potential negative impact on the families of the affected young children due to the requirement to fund additional childcare costs and limiting the parents' ability to seek work outside the home. It is not expected that there will be a significant impact on the educational outcomes of the children at the end of Key Stage 2 and 4 due to the change of age of admission as all settings and schools are working to and delivering the requirements of the foundation phase curriculum.	Poor	The development and implementation of robust transition plans from Flying Start settings to 3+ settings, and from 3+ settings to mainstream schools.	Poor	Transition plans and processes
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The council, settings and schools have robust and clear safeguarding processes in place. The replacement of full time education with part time education may delay a child's contact with services that monitor their wellbeing.	Poor	Continue the monitoring and development of safeguarding procedures and training for all early years providers.	Poor	Safeguarding procedural documentation and policies
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	The impact of this proposal will impact equally on LAC in proportion to that of all children	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The expected change will result in a minimum 100 FTE redundancies across 89 primary schools.	Poor	This will be offset a little by a small increase in the number of staff required for recommission of early years. Redundancy policy.	Neutral	

Page 222

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks		
Children / Pupils commence full time statutory schooling at the start of the reception year at a potentially lower attainment / development level than currently.		
Failure to identify and provide early intervention for children with ALN.		
Insufficient relevantly qualified and experienced early year's practitioners.		
Insufficient Welsh Medium early years provision to meet demand through lack of staff with relevant language skills.		
Schools are unable to meet the statutory Infant Class Size regulations due to reduced funding		
The reduction in the level of provision available to 4 year olds will impact on the parent's ability to be economically viable.		
Children in remote areas are not able to access provision through lack of available transport to closest setting.		
The potential reduction in available places for two year olds and full day provision due to extended 3+ provision requirements		
Insufficient full day education / care provision for 3 / 4 year old children		
Budget pressures on the Schools delegated budget – following removal of nursery age funding.		
Level of surplus places in schools increase		
Number of pre-school children are under estimated and the authority cannot meet demand through lack of places.		
Lack of available pre-school / school places in geographical areas of population growth		
The replacement of full time education with part time education may delay a child's contact with services that monitor their wellbeing		
Impact on Service	Deliverability of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium
Mitigating Actions		Residual Risk
The appointment of a project manager to lead on the implementation of the proposal will provide a dedicated resource to drive forward and implement the proposed changes.		Medium
The review of the Schools Service asset management plan will support the planning of the delivery of the revised early years structure of pre-school places		Medium
The application of robust project management disciplines and the multidisciplinary project team will provide the required management and escalation processes.		Medium
Continue the monitoring and development of safeguarding procedures and training for all early years providers.		Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?		
Yes, the proposed change is directly linked to the services provided through the CYPP. Officers from the CYPP and other third sector agencies have helped to formulate the proposal to date and will continue to be members of the appropriate work streams.		

Page 223

# Cyngor Sir Powys County Council Impact Assessment (IA)

*The integrated approach to support effective decision making*



## 6. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>		<b>Cabinet Report Reference:</b>	C63 - 2016
<p>The change of the age of admission into schools and the recommissioning of an extended pre-school education provision will have an impact on the delivery of education and care to the young children of Powys, together with the costs of childcare for working families. The authority has applied robust project management procedures to the programme to reduce the overall risk to the programme.</p> <p>The complexity of reducing the school staffing levels, the registration requirements with CSSIW and the recommissioning of the service will have a high degree of risk until the new service is due to commence in September 2017.</p>			
<b>Judgement (to be included in service risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
	X		

## 7. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
Early years review project team papers and consultation responses have highlighted the risks associated with this proposal.

## 8. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
The Project is to be monitored through the Schools Service Management Team, the Children and Young Peoples Partnership, the authority's project management processes.

## 9. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth E Jones		11 <sup>th</sup> April 2016
Head of Service:	Ian Roberts		11 <sup>th</sup> April 2016
Strategic Director:	Jeremy Patterson		11 <sup>th</sup> April 2016
Portfolio Holder:	Arwel Jones		26/01/2017

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-32 Review of fair funding formula						
<b>Outline Summary</b>							
<p>The schools delegated budgets for each of the next 3 years have been provided cash protection, but will need to meet the impact of pay and price increases, pupil number fluctuations, Post 16 Grant changes, changes to charges for Service Level agreements and the impact of the £150,000 identified efficiency against schools budget.</p> <p>The impact of the pay and price pressures, the reduction in pupil numbers, the reduction in Post 16 Grants, together with the impact of the protection of schools delegated budgets will be actioned through the fair funding formula with the overall real terms efficiency required from the schools delegated budgets of an estimated £1.3 5m in the 2017-18 year.</p> <p>The majority of the required efficiency will be achieved through reducing staff numbers and increasing teaching group sizes.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	17 <sup>th</sup> February 2016
V3	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016

Page 225

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This change objective meets this requirement, as long as the schools take positive action to meet the budget needs within the scheme for financing schools and do not set balanced budgets.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Neutral	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The reduction of staff in schools will impact on the local economy through the reduction of the number families supported by the authority's employment.	Poor		Poor	Fair Funding Formula Schools delegated budget plans

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	The reduction in the number of staff employed in the schools will have the impact of increasing the average Pupil Adult ratio in the authority's schools and will potentially have an adverse impact on the learner outcomes in schools. Some schools may not be able to meet statutory Infant Class Size requirements	Very Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The reduction in real term purchasing power in schools will not support additional jobs in the community	Poor		Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 227

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The policy will impact equally on Welsh Medium Learners and English Medium Learners	Neutral		Neutral	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	As above
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	As above
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Disability</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with ALN / SEN. As learners with additional learning needs require additional individual support, the class size increase may impact negatively on this group.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with English or Welsh (WM School) as a second language. As learners with this need require additional individual support, the class size increase may impact negatively on this group.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 228

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The impact of the proposal over the next three years is likely to result in school not meeting the statutory class size requirements in the Infants classes	Poor	The authority needs to consider if it establishes a larger retained funding pool to provide class size support to the infant class. Consideration is also required around the mixed aged structure of classes that it deems appropriate.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	There are opportunities for schools to work collaboratively with other schools around common processes, through collaborative programs or federations of schools.	Good		Good	Collaboration and Federation Regulations.
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	The proposals have been developed by a fair funding formula review group, with the proposals being subject to consultation with Schools and Governing bodies. The parents group will be consulted through their parent governor's representation on each governing body.	Good		Good	Fair funding formula review group papers
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	

Page 229

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 230

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The proposal may impact negatively on the learner outcomes of learners from the lower socio-economic groups as outcomes from this group are generally lower than the average. The larger class sizes may therefore have a disproportionate impact on this group. The provision of the Pupil Deprivation Grant with a focus on children entitled to FSM may mitigate this.	Poor		Poor	Fair Funding Formula Paper Learner Outcome at each KS and GCSE (FSM to General) and school county and national level PDG grant papers
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children	Poor	Provide advice and support to schools on school organisation and relevant training	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children	Poor	As above	Poor	As above
<b>Impact on PCC Workforce</b>	Impact will be minimal across each school, however, the non-funding of places will require schools to reduce staffing levels, the level of which is to be determined.	Poor	Help schools to determine the level of staffing reduction required.	Poor	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Very High	High

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
The failure of a school to meet statutory Infant Class sizes			
Risk of lowering of learner outcomes			
Risk of failure to meet learner needs in respect to SEN / ALN			
The increased cost incurred through increasing number of Powys Children in Out of County provision will be more than the increase in Income achieved.			
Schools will not adhere to the revised letting and school use policy and the projected increase in income from lettings will not materialise.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
An action plan is required to identify which schools are required to commence management of change processes to ensure the required changes can be made with the required time frame.			Medium
The service needs to consider if it should offer a voluntary early retirement / redundancy scheme.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes – the implementation of the proposal will impact on the workload of HR, Finance, legal, Challenge Advisors			

Page 231

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the policy is straight forward through the Fair Funding Formula, but Schools will need a high degree of support to successfully implement the required changes from School Service, HR, Legal and Finance	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will be undertaken through the individual schools delegated budget planning arrangements.
Please state when this Impact Assessment will be reviewed.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Arwel Jones		26/01/2017

**FORM ENDS**

Page 232



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adult Social Care	<b>Head of Service</b>	Dylan Owen	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-35 Re-configure Day Time Opportunities						
<b>Outline Summary</b>							
Review of Day Time Activities for Older People (including Day Centres) – it is proposed that a reduced budget for Day Care Services for Older People (including Day Centres) be maintained, to enable assessed needs to continue to be met in those areas which currently have day centres until such time as a community based home support/early intervention service can be fully trialled and evaluated.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Sue Hughes	Senior Manager Adult Services	19 <sup>th</sup> October 2015
V2	Dominique Jones	Senior Manager Adult Social care	26 <sup>th</sup> August 2016
V3	Dominique Jones	Senior Manager Adult Social Care	14 <sup>th</sup> November 2016
V4 (9)	Dominique Jones	Senior Manager Adult Social Care	9 <sup>th</sup> December 2016

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	By working in partnership with town and community councils, 3 <sup>rd</sup> sector, health and other agencies we aim to reduce down the direct cost of the day time activity services, in particular Day Centres.	Unknown	Seek expressions of interest from interested parties to help run and / or contribute to helping to run some existing day centre services (this might involve testing the market) and develop the concept of a community hub Develop a pilot initiative to test out prevention and early intervention model and to Seek transition funding (ICF) to help us move from the current state to the future state so that a robust review of other grants and contracts can be undertaken to fund any future model going forward. Work with PAVO to provide co-ordinated support to enable communities to recruit volunteers, establish governance and business cases and / or take over the running of existing services.	Good	Analysis of individual client assessments Draft specification for reduced Day Centre provision. STAMP Meeting Plans Full Public Consultation Analysis ICF Bid Review of Warden Service Process JD's for Area (Health and) Wellbeing Co-ordinators Grants Review Process (ASC Grants and Supporting People)

Page 234

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
	By developing an improved and co-ordinated model of delivery for prevention and early intervention we aim to delay / reduce access to higher costs statutory services.	Unknown	Future prevention and early intervention model will be designed on the premise that it addresses 'what matters', supports older people to remain independent for longer and or reduces down the need for high cost interventions. Develop the delivery of the pilot model with and by existing day time activity services so that over time the focus of their work changes. Commission Home Support Pilot Model Commission Befriending and Home Sitting Services Commission Area (Health &) Wellbeing Co-ordinators Through working with Mid-Wales Collaborative and Aberystwyth University the future model will be evaluated and assessed in terms of impact before it becomes mainstreamed.	Good	P&E PID P&E (highlight Reports) ICF Bid JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.
<b>Supporting people in the community</b>	The Public Consultation and the re-assessment of individual care plans identified a number of key issues which if not addressed could result in more people needing higher cost services, such as respite, domiciliary care and in the worst cases residential care.	Poor	By offering part funding / contributing to the running costs of the current day centres / day time activities there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer. Where appropriate ensure the traditional day centre model develops the concept of a community hub by diversifying the range of activities and opportunities available to the community.	Good	Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report

Page 235

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
	The over whelming consensus was that day time activities and in particular Day Centres were enabling people to be supported in the community and also acted as a preventative service,	Neutral	By listening to the evidence from the public consultation feedback and identifying a fourth option we can continue to meet needs of existing users, in particular those in need of respite. Provide an extended deadline for expressions of interest from interested parties to run Council run day time activities for older people whilst supporting organisations to offer a range of preventative services.	Good	Public Consultation Report Cabinet Report Proposal
	The current service only meets a small proportion of the current target population's needs and whilst not everyone who meets the eligibility criteria wants to attend Day Centres we need to find other ways of addressing the impacts of loneliness and isolation and ensuring older people remain as independent as long as possible.	Poor	Future prevention and early intervention model will be designed on the premise that it addresses 'what matters', supports older people to remain independent for longer and or reduces down the need for high cost interventions. Develop the delivery of the pilot model with and by existing day time activity services so that over time the focus of their work changes away from the concept of a day centre in to hub and spoke model that addresses bespoke / personalised packages of support in partnership with other community services.	Good	Needs Assessment Research in Full Review document ICF Bid P&EI PID P&EI (highlight Reports) JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft spec for reduced Day Centre provision.

Page 236

# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	There will be direct and indirect costs to not providing a service that meets the current demand and need. Examples include:- Potential redundancies Those who care for elderly family members may have to give up work without respite Higher costs of alternative services including residential care	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services as well as diversify opportunities for the local community. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3 <sup>rd</sup> sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding. Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care. Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.	Good	Analysis of individual client assessments P&EI PID P&EI (highlight Reports) ICF Bid Strategic Business Case for a Local Authority Trading Company (currently confidential) Specification for a Community Hub (Community Delivery)

Page 237

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	By continuing to deliver traditional services without addressing 'what matters' to a wider group of older people we are limiting potential both of staff, volunteers and the elderly.	Very Poor	Greater collaboration amongst internal and external services to develop new community based opportunities for elderly people will enable us to build and share good practice, and deliver a more personalised approach. New opportunities could bring about new learning opportunities for staff and volunteers thus improving skills and opportunities for work. By working with Aberystwyth University to evaluate the impact of the new preventative model we will be ensuring that we only mainstream evidenced based approaches in the future.	Good	P&EI PID P&EI (highlight Reports) ICF Bid JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft spec for reduced Day Centre provision.

Page 238

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>There will be direct and indirect costs to not providing a service that meets the current demand and need. Examples include:-</p> <ul style="list-style-type: none"> <li>• Potential redundancies</li> <li>• Those who care for elderly family members may have to give up work without respite</li> <li>• Higher costs of alternative services including residential care</li> </ul>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.</p> <p>By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant.</p> <p>We will seek to develop more services in partnership with the 3<sup>rd</sup> sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding.</p> <p>Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care.</p> <p>Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.</p>	<p>Good</p>	<p>P&amp;EI PID                      P&amp;EI (highlight Reports)                      ICF Bid                      Strategic Business Case for a                      Local Authority Trading Company (currently confidential)                      Specification for a Community Hub (Community Delivery)</p>

Page 239

<p><b>A resilient Wales:</b>          A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
--	------------------	----------------	--	----------------	--



<p><b>A healthier Wales:</b>  A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Research illustrates that the impact of isolation and loneliness on the health of older people is significant – data analysis illustrates that Powys has a growing older person single household population and this coupled with the rurality could cause a particular problem for Powys.</p> <p>There was a strong message from the public consultation that day time activities provide opportunities for socialising and friendship which may amount to a lifeline from loneliness and isolation. Many attenders spoke of the fact that it was the only opportunity they would have to get out of the house, something to get out of bed and get dressed for, and that it prevented them getting depressed and anxious because they knew they would have someone to talk to and who would respond if they had a problem.</p>	<p>Very Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.</p> <p>We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report  Research highlighted in the Full Review document.  Befriending Pilot Report  Public Consultation Report  P&amp;EI PID  P&amp;EI (highlight Reports)  ICF Bid  JD's for Area (Health and) Wellbeing Co-ordinators  Draft Specification for Home Support  Draft Specification for Befriending and Home Sitting Service  Draft specification for reduced Day Centre provision.</p>
--	---	------------------	--	-------------	---

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 242

<p><b>A Wales of cohesive communities:</b>          Attractive, viable, safe and well-connected Communities.</p>	<p>Research illustrates that the impact of isolation and loneliness on the health of older people is significant – data analysis illustrates that Powys has a growing older person single household population and this coupled with the rurality could cause a particular problem for Powys. Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community’s needs.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.          We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report          Research highlighted in the Full Review document.          Befriending Pilot Report          Public Consultation Report          Specification for a Community Hub (Community Delivery)</p>
<p><b>A globally responsible Wales:</b>          A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community’s needs. There is not an equitable spread or cohesive approach to the co-ordination, development and delivery of services.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.          We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report          Research highlighted in the Full Review document.          Befriending Pilot Report          Public Consultation Report          Draft Specification for Home Support          Draft Specification for Befriending and Home Sitting Service          Draft specification for reduced Day Centre provision.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 243

<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>If we did not adopt the proposed option we would have to close services that are currently meeting the needs of welsh speakers.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.                  We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Individual Assessment Reviews                  Public Consultation Report                  Draft Specification for Home Support                  Draft Specification for Befriending and Home Sitting Service                  Draft specification for reduced Day Centre provision.</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>Regardless of the approach we take we would not be treating the welsh language any less favourably than the English language</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including the welsh speaking community.                   Improvement needs to be made in ensuring commissioned services are meeting their contractual obligations.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services this would include welsh speaking opportunities.                  We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, including the need for services in welsh, particularly in relation to socialisation and combating the effects of isolation and loneliness.</p>	<p>Good</p>	<p>Individual Assessment Reviews                  Public Consultation Report                  P&amp;EI - PID and Project Plan                  ICF Bid                  Draft Specification for Home Support                  Draft Specification for Befriending and Home Sitting Service                  Draft specification for reduced Day Centre provision.</p>
<p><i>Welsh Language impact on staff</i></p>	<p>Improved efficiency of resources may mean reduced internal workforce some of whom may speak welsh                  Lack of clarity about how many staff who speak welsh may be affected</p>	<p>Unknown</p>	<p>Staff consultation, redeployment and TUPE arrangements are planned for.</p>	<p>Neutral</p>	<p>Decommissioning plan to include staff employment issues.                  Dec 2016</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including the welsh speaking community. Not maximising opportunities for generating income from the provision of older people services (particularly for socialisation, leisure and culture and sport)</p>	<p>Neutral</p>	<p>Work with Community Delivery project to optimise co-location and community development opportunities and where possible develop joint opportunities with the library and leisure service.</p>	<p>Good</p>	<p>P&amp;EI - PID and Project Plan  Specification for a Community Hub (Community Delivery)</p>
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					
<p>Age</p>	<p>Impact on older people who use current services is likely to be significant if they are closed entirely. Inequity across the county meaning a high percentage of elderly people do not have access to current Day Time Opportunities.</p>	<p>Very Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Draft specification for reduced Day Centre provision.</p>

Page 244

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<i>Disability</i>	Impact on older people with a disability who use current services is likely to be significant. Inequity across the county meaning a high percentage of elderly people with a disability do not have access to current Day Time Opportunities. Very small percentage of people between 55 and 75 who have a learning or physical disability make use of the Day Centres and would therefore be displaced if the services were to close Older people with dementia who currently use existing services would be displaced if the services were to fully close.	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.	Good	Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Draft specification for reduced Day Centre provision.
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

Page 245

Sex	High percentage (76%) of current users are older women so the impact of closure would be higher for them High percentage of current workforce are women whose employment is affected if closure was the chosen option	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3 <sup>rd</sup> sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding.	Good	Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report P&EI PID Draft specification for reduced Day Centre provision.
Sexual Orientation	No specific impact identified	Neutral		Neutral	Workshop notes for 25 <sup>th</sup> October 2016
Pregnancy and Maternity	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><i><b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>Reduction public spending means that the current level for services funded / run by the Council may not be available for future generations.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&amp;EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Review and Options for Day Time Activities.  Strategic Intent Document for P&amp;EI  P&amp;EI - PID and Project Plan</p>

Page 247

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>There is not an equitable spread or cohesive approach to the co-ordination, development and delivery of services.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&amp;EI Project to deliver a community based wellbeing and support service for older people. Continue working with PtHB on the Integration Project to support better alignment and co-ordination of resources</p>	<p>Good</p>	<p>Needs Assessment for Review  P&amp;EI - PID and Project Plan</p>

Page 248



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b><i>Involvement (including Communication and Engagement):</i></b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.                      Work with Community Delivery project to optimise co-location and community development opportunities.                      Implement P&amp;EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&amp;EI                      Public Consultation Report                      P&amp;EI - PID and Project Plan                      Draft specification for reduced Day Centre provision.                      Draft Specification for Home Support                      Draft Specification for Befriending and Home Sitting Service                      Draft specification for reduced Day Centre provision.</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 250

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>There is no whole system approach to co-ordination and development of prevention and early intervention services in relation to older people.</p>	<p>Good</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Implement P&amp;EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&amp;EI                      Public Consultation Report                      P&amp;EI - PID and Project Plan                      JD's Area (health &amp; Wellbeing Co-ordinators)                      Draft Specification for Home Support                      Draft Specification for Befriending and Home Sitting Service                      Draft specification for reduced Day Centre provision.</p>
<p><b>Integration:</b> <i>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.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs.                      There is no whole system (public services) approach to co-ordination, development and delivery of prevention and early intervention services in relation to older people.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&amp;EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&amp;EI                      Public Consultation Report                      P&amp;EI - PID and Project Plan                      P&amp;EI - PID – Highlight Report                      ICF Highlight Report – 2016-17                      ICF Bid</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Reduction public spending means that the current level for services funded / run by the Council will not be available for future generations. Where services were once free there may have to be a charge and some people may not be able to afford them.	Very Poor	Work with colleagues in welfare benefits to integrate their work in to the new community based model to ensure that people have swift access to information about their entitlements.	Good	P&EI - PID and Project Plan P&EI - PID – Highlight Report ICF Highlight Report – 2016-17 ICF Bid
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Existing service users may be at greater risk if the Day Centres and other activities close Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including identifying and addressing safeguarding issues. There is no whole system (public services) approach to co-ordination and development of prevention and early intervention services which would identify and address safeguarding issues at the earliest opportunity.	Neutral	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Implement P&EI Project to deliver a community based wellbeing and support service for older people.	Good	P&EI - PID and Project Plan
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	

Page 251

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	Improved efficiency of resources may mean reduced internal workforce High percentage of current workforce are women whose employment is affected if closure was the chosen option Improved efficiency of resources may mean reduced internal workforce some of whom may speak welsh Lack of clarity about how many staff who speak welsh may be affected	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3 <sup>rd</sup> sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding. Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care. Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.	Neutral	P&EI PID P&EI (highlight Reports) ICF Bid Strategic Business Case for a Local Authority Trading Company (currently confidential) Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	High	Medium

### Description of risks

- Risk 1 –Affordability**
- Additional funding will be needed to cover savings targets and to sustain (in part) existing services going forward – ASC do not yet have the resources to cover these budget needs
  - A minimum financial contribution (of current annual running costs, not including central recharges) will be needed as an incentive for attracting alternative providers / financial contributions in order to maintain the current level of service.
  - Partner funding may not be forthcoming which would mean the services would eventually have to close. This would result in service users with assessed need to have them met in other ways, which may also have a cost.
  - If Cabinet approve to restore and maintain a sufficient budget to deliver as described above there will be a delay in implementation because the budget will not be signed off until February, making delivery by 1<sup>st</sup> April unachievable (see Timescales below).
  - Transition funding will be needed in order to pilot preventative approach whilst decommissioning grants and contracts to deliver future model if impact is proven.

### Judgement (to be included in project risk register)

Very High Risk	High Risk	Medium Risk	Low Risk
	X		

### Mitigating Actions

Mitigating Actions	Residual Risk (after mitigation)
<p><b>Risk 1</b></p> <ul style="list-style-type: none"> <li>• A budget to part fund Day Time Activities be restored.</li> <li>• The profiled savings for 2015-16 and 2016/17 are not carried forward</li> <li>• Formally test the market with assurances around the future funding arrangements.</li> <li>• Continue to talk to interested parties about possible partnership arrangements.</li> <li>• Set a deadline date for Expressions of Interest.</li> </ul>	Medium

Page 253

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 254

Description of risks			
<b>Risk 2 – Failure to Meet our Legislative Duties</b> <ul style="list-style-type: none"> <li>The Social Services and Wellbeing Act 2014 requires the Local Authority to ensure preventative services are available and accessible and addresses ‘what matters’ to the service user.</li> <li>The Act also provides new duties around carers – this has been raised as an issue throughout the consultation as a key issue in relation to possible closure of Day Centres where families rely on the service to provide respite.</li> <li>If we do not have transition funding to develop a prevention and early intervention model we will still have an inequitable level of service across the county.</li> <li>Lack of flexibility and adaptability or capacity of alternative providers to respond to the offer.</li> </ul>			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> <li>Offer part funding / contribution to the running costs of the current Day Centre services in order to help maintain the existing services whilst</li> <li>Work with some of the existing services to pilot the future preventative model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation.</li> <li>Work with PAVO to target interested parties with governance and business planning support.</li> <li>Apply for transition funding from ICF to support Prevention Pilot delivery.</li> </ul>			Low

Description of risks			
<b>Risk 3 – Time Scales</b> <ul style="list-style-type: none"> <li>The timescales required to seek and secure partner funding and or management arrangements for PCCC Day Centres will take time.</li> <li>Timescales for appointing a project team has been reduced.</li> </ul>			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> <li>Set clear deadlines for expressions of interest</li> <li>Establish a project team to manage and deliver the work.</li> <li>Prioritise those areas where expressions of interest have been received.</li> </ul>			Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Description of risks			
<b>Risk 4 – Management Arrangements</b> <ul style="list-style-type: none"> <li>All negotiated partnerships should seek to transfer management arrangements from the council to other providers. If the Council continues to manage the services, which in themselves are non-statutory, their potential to diversify and attract alternative sources of funding would be limited.</li> </ul>			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> <li>Continue to talk to interested parties about possible partnership arrangements.</li> <li>Work with PAVO to target interested parties with governance and business planning support</li> <li>Provide a realistic offer to provide an incentive for organisations to step forward.</li> <li>There is the potential to formally test the market with assurances around the future funding arrangements, if we do not receive expressions of interest within a set timescale.</li> </ul>			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
NO – only if services are cut then there is likely to be high costs experienced by other parts of the services or council			
Overall Summary and Judgement of this Impact Assessment?			
Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	December 20 <sup>th</sup> 2016
<p>These proposals are aimed at helping to get to a sustainable and equitable position for older peoples day time activities through joint working and funding of services. The following represents how we may seek to achieve this:-</p> <ul style="list-style-type: none"> <li>Achieving a sustainable and equitable position through long term thinking, supporting prevention and early support with a view to minimising escalating risk and cost and encouraging the development of social enterprise and volunteering.</li> <li>Taking a community focused approach across a range of service themes including health, care, cultural and leisure activities that builds individual and community capacity, supports the concept of community hubs and enriches people’s lives.</li> <li>Promoting good governance by – empowering frontline service delivery, by better business planning, improved co-ordinated and integrated practice, and is creative and flexible in the way it responds to identified need. It will also promote a bottom up approach to strategy development by providing evidence of outcomes and helping to identify gaps in service delivery.</li> <li>Promoting participation by – engaging with service users throughout the process and enhancing their capacity and understanding about their own needs and how to work as part of a team to address them.</li> <li>Respond to ‘what matters’ and increasing the personalised service experience, including the delivery of a service in Welsh if required.</li> <li>Promoting a sense of wellbeing including feel safe and secure by ensuring a 24 / 7 response to low level urgent need.</li> </ul>			

Page 255

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

- Social Services and Wellbeing Act
- Good practice research
- BI Insight
- Individual Assessment Review of each current user and alternative service cost requirements (implemented by the Social Work Team as part of the public consultation)
- Public Consultation Analysis
- ICF Grant Requirements
- Draft Primary Prevention/ Early Intervention Output document – Health and Care Strategy
- Wellbeing and Population Assessment (preliminary work)

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Project Board and regular Highlight Reports to Prevention and Early Intervention Board and Regional Partnership Board

**Please state when this Impact Assessment will be reviewed.**

12 months' time (November 2017)

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Dominique Jones		
Head of Service:	Dylan Owen		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	Clr Stephen Hayes		25/01/2017

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adult Social Care	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-36 Learning Disabilities – Remodelling of Day Time Opportunities, including reducing ratio of staff: client support levels, reduction in number of bases and commissioning out of remaining service and expectation from the commissioning exercise that the service will be required to generate % of its operating costs from a social enterprise model of delivery.						
<b>Outline Summary</b>							
<p>The purpose of this project is to propose to the Cabinet that a decision be made to direct the service' future towards a more efficient structure of service delivery, focussed on outcomes for Day &amp; Employment service users across Powys.</p> <p>Budget saving required:            17/18 £480k            18/19 £480k</p> <p>Learning Disabilities – Review and Remodelling of Day Time Opportunities (Day activities) Powys County Council has a County wide Day Service provision for people with Learning disabilities which currently accommodates 289 people. The Council pays for the majority of the Day Service which is delivered 70% in house and 30% by external agencies. The service offers daytime activities in locations across the county both in day service bases and also in the community. With the purpose of enabling individuals to acquire socially valued roles, status and self-esteem, educational and active citizenship skills, as appropriate to their unique needs, wishes and aspirations. The options for remodelling following consultation will include: reducing ratio of staff: client support levels, reduction in number of bases, direct payments;</p> <p>There are three main drivers for this project:</p> <ol style="list-style-type: none"> <li>1) The Learning disability Commissioning Strategy and accountability framework.</li> <li>2) Legislation: Section 16 of the Social Services Well-being (Wales) Bill 2014 requires that local authorities are proactive in promoting social enterprises, co-operatives, user led services and the third sector.</li> <li>3) Finance: Powys Adult Social Care is facing the challenge of just over £12 million service budget reduction over the next 3 years. The Day and employment service has a controllable budget of £ 3.074 million, excluding recharges and an Adult Social Care target for £1.06 million savings has been set from this budget.</li> </ol> <p>The project has 3 phases:</p> <ol style="list-style-type: none"> <li>1. Remodel and externalise Employment Services – Completed October 2016</li> <li>2. Remodel in house Disability Day Services in the South including 1 external – a mixed model of services will be developed and implemented by March 2017 – agreed by Cabinet in 2016</li> <li>3. Remodel in house Disability Day Services in the North including 3 external – Due to be heard by cabinet in February 2017.</li> </ol> <p>For this phase of the project (phase 2 day services in South Powys) the total budget is £943278 therefore a minimum savings target of £326k has been set for this phase of the project which will be combined with savings from phase 1 of the project and contract reductions outside the project to meet the efficiency target of £480 k for 2017/18.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
0.1	S Gibbons	Disability Provider Manager – County Wide	04/01/2017

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>Remodelling of the services in the South will be achieved by working in partnership with other agencies and 3<sup>rd</sup> sector, reassessing service users' needs and consultation with staff and service users. We aim to reduce down the direct cost of the day time activity services, in particular the buildings and level of support to achieve efficiencies target for 17/18.</p> <p>Current Total cost of LD day services in the South = £943278.</p> <p>These services do have high levels of support and despite this some current day services achieve limited outcomes for this client group in some areas. Remodelling services would allow for revision of the service specification, reassessment of service users where appropriate and better alignment of resources to need.</p> <p>This option agreed by Cabinet in 2016 will deliver the majority the required savings and will also evidence the council responding to the information and responses received through consultation and will align with the council's requirement to support strong communities through individual solutions for different areas.</p> <p>Phases 1 and 2 of this project have already delivered savings, this 3<sup>rd</sup> phase will deliver significant further savings.</p>	Good	<p>Mixed model of services – This would offer different solutions for different areas.</p> <p><u>Staffing</u> - Analysis of the staff support hours available against what is used shows an excess of 12% on average. Further staffing reduction can be made safely by increasing group support rations and reducing the periods of time for 2:1 and 1:1 outings in the community. Full assessments for every service user are ongoing however it is reasonable to assume that a reduced service can make a saving of 25% on staffing costs (pending confirmation from assessments)</p> <p>External contract would be cancelled and services drawn into the proposal</p> <p><u>Buildings</u> - The service currently runs from 4 different locations with an annual cost for buildings of £16,740 - Reduce building numbers to 2 – The Rhyd and Cyffwrdd.</p>	Good	<p>Re assessment of all service users' needs</p> <p>Staff workshops Consultation with service users</p> <p>Discussions with other providers &amp; 3<sup>rd</sup> sector.</p>

Page 258

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Supporting people in the community</b>	<p>The outcomes for this project align with the Adult social care programme brief:</p> <ul style="list-style-type: none"> <li>•People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</li> <li>•People with a learning disability have improved health and wellbeing</li> <li>•People with a learning disability have improved opportunities for valued occupation including paid employment.</li> <li>•People with a learning disability experience smooth and effective transitions from childhood to adulthood.</li> </ul>	Neutral	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Good	<p>Re assessment of all service users' needs</p> <p>Staff workshops Consultation with service users</p> <p>Discussions with other providers &amp; 3<sup>rd</sup> sector.</p>
<b>Developing the economy</b>	The project may open up opportunities for SME to tender for contracts within Powys to deliver learning disability day time opportunities, cooperatives, and social enterprises if services are tendered out post remodelling.	Neutral	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Neutral	<p>SSWB Act</p> <p>The One Powys Plan Joint Commissioning Strategy: Adults with learning Disability Powys Future Generations Act</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 260

Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	<p>In the Joint Learning disability commissioning strategy we have specifically committed to developing opportunities for work, leisure and learning; goals are specific to this project are as follows:</p> <ul style="list-style-type: none"> <li>•Develop more flexible services across 7 days where possible.</li> <li>•Develop volunteering as a way to learn and support valued citizenship.</li> <li>•Explore use of a wider range of opportunities, including those within universal services.</li> <li>•Work with the third Sector to develop independent options and solutions to service provision.</li> <li>• Develop more social enterprises and trading companies.</li> </ul>	Good	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Good	<p>SSWB Act The One Powys Plan</p> <p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>Future Generations Act</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>This option would not have the capacity to meet the efficiency target set out for 17/18</p> <p>2. This option would require capital funding, therefore is not recommended.</p> <p>3. This option is the same as 2 remaining in house &amp; would also require capital funding. Not recommended</p> <p>4. This option will deliver the majority of the required savings and will also evidence the council responding to the information and responses received through consultation and will align with the council's requirement to support strong communities through individual solutions for different areas. Option 4 is Recommended.</p> <p>5. This option delivers a significant level of savings; in excess of the target point and is also focussed on individual support needs and personal outcomes. The option is however highly disruptive for service users and their families and would be very negatively received. An option to 'do nothing' has not been included as a part of the consultation and options appraisal because the Council cannot offer options to stakeholders that cannot be realistically considered.</p> <p>During consultation a number of additional proposals were put forward to modify Option 4 (mixed model of services) these ideas have been incorporated into this option.</p>	<p>Neutral</p>	<p>Develop more flexible services across 7 days where possible: -</p> <ul style="list-style-type: none"> <li>• Review transport and access to services,</li> <li>• Develop volunteering as a way to learn and support valued citizenship,</li> <li>• Explore how Direct Payments can be used for individuals to work together to develop cooperative solutions to support participation in meaningful activities,</li> <li>• Work with local colleges to improve educational provision.</li> <li>• Explore use of a wider range of opportunities, including those within universal services,</li> <li>• Work with the third Sector to develop independent options and solutions to service provision,</li> <li>• Develop more social enterprises and trading companies,</li> <li>• Develop better links with colleges.</li> </ul>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys Future Generations Act Stakeholder workshops</p>

Page 261

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 262

<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Re-modelling of services is compatible with the corporate objectives, and will deliver some savings and expand opportunities for day opportunities across Powys.	Neutral		Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Age	<ul style="list-style-type: none"> <li>83% of the service users are aged between 18-64</li> <li>11% are aged between 65-74</li> <li>4% are aged between 75-84</li> <li>2% are aged over 85</li> </ul>	Good	Provide the option for service users to retire from Day Services at an age they feel is suitable to them.	Good	In line with SSWB Act
Disability	All clients (100%) have a disability due to the specific purpose of the service. This is significantly higher than the national average (11.9%). The statistics published by Daffodil show that 2.45% of the population in Wales have a learning disability, and on average between men and women 14% have a limiting physical disability	Good	Service users with a disability will continue to receive a service to meet their needs.	Good	In line with SSWB Act
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	The national household census 2011 indicates a black and minority ethnic group percentage in general households as 3% so there is a slightly lower representation within services for people with learning disabilities. This is however reflective of local population in the area.	Neutral		Neutral	
Religion or belief	Religion <ul style="list-style-type: none"> <li>18% of service users are church of England</li> <li>13% Church of Wales</li> <li>3% Roman Catholic</li> <li>1% Jehovah witness</li> <li>1% Baptist</li> <li>2% other unspecified religion</li> <li>62% did not record a religion</li> </ul>	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 263

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>Do things in pursuit of the economic, social, environmental and cultural well-being of Wales in a way that accords with the sustainable development principle.</p>	<p>Neutral</p>	<p>Development of the service would improve opportunities for service users across adult and young people's services, would reduce the need to purchase more traditional services and enhance independence.</p>	<p>Very Good</p>	<p>Wellbeing Act supports participation in work, and advocates early Intervention / prevention. Therefore the service needs to diversify to provide for all disability services.</p>
<p><b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>This gives the opportunity to the Council to work in partnership with organisations who have the expertise in this particular field.</p>	<p>Good</p>	<p>Develop and deliver in collaboration with providers a comprehensive staff development programme: -</p> <ul style="list-style-type: none"> <li>• Ensure our tender processes, contracts and contract monitoring processes include specific requirements relating to staff training and development,</li> <li>• Implement the Welsh Government Carers' Strategy (Wales) Measure, linked to the implementation of local strategy</li> </ul> <p>Ensure that when we make changes to services or commission new services we engage and consult with the people who are affected by the changes and make sure that they are informed.</p>	<p>Very Good</p>	<p>Outcomes from County wide consultation indicate that the service needs to be re- modelled. Discussions have identified a number of areas of possible service development in Powys.</p>

Page 264



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>We think it is important that the key priorities reflect what people told us was important to them in the consultation, and draw upon what we know about services currently. At the same time, we have to be mindful of the current financial context. This means we have to continue to look at cost effectiveness and value for money, and it may require that there are further choices made about prioritisation in the future, so we also need to ensure there are arrangements for future consultation and co-production. We can also draw upon examples of good practice from elsewhere to help us develop and improve our services.</p>	<p>Good</p>	<p>Continue with the Learning Disability Forum with service user and carer representation as the main partnership forum for discussion and deliberation.                      Use person centred approach to planning and create opportunities for people to engage in forums and focus groups to influence how services develop.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys                      SSWB Act                      The One Plan Powys</p>
<p><b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>Make resources available to support advocacy services and improve them. Further develop our person centred care planning.                      Continue to develop direct payment opportunities and opportunities for people to use assistive technology.                      Look at the way we commission services and build flexible options into our contracts.                      The proposed outcomes from this project align to the One Powys Plan:                      People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p>	<p>Good</p>	<p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with The Social Services and Wellbeing Act 2014.</p>	<p>Very Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys                      SSWB Act                      The One Plan Powys</p>

Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>Specific to the Integrated Regional Partnership Board Programme Brief:                      People with a Learning Disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice</p> <p>The proposed outcomes from this project align to the One Powys Plan:                      People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p>	<p>Good</p>	<p>Develop effective and efficient care pathways from universal services through to acute provision, through managing demand for the whole population.                      Equity of access – ensuring that the resource requirement and true service cost is fully understood                      Partnership and collaboration which are essential with key partners                      Generating income where enhanced services can be delivered.                      Understanding the “market” i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services.                      Understanding the unit cost of an individual accessing social care.</p>	<p>Very Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act                      The One Plan Powys</p>

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The outcomes for this project also align with the Adult Social Care programme brief.</p>	<p>Neutral</p>	<p>The project has been identified in the Regional Partnership Board, joint commissioning strategy for adults with learning disabilities to further develop employment opportunities.</p> <ul style="list-style-type: none"> <li>• The targets and guidance as follows:-</li> <li>• HASCILB Programme Brief Learning disabilities.</li> <li>• People’s needs are met in the least restrictive settings as possible and their social inclusion and economic participation is fully promoted.</li> </ul> <p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with The Social Services and Wellbeing Act 2014.</p>	<p>Neutral</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act The One Plan Powys</p>
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.</p>	<p>Adult Protection within Powys is currently monitored and managed through the Adult Protection Committee that has instigated a number of projects with third sector agencies to work with service users and members of the community to develop specific Keeping Safe courses.</p>	<p>Good</p>	<p>We need to be more robust in monitoring all services to make sure people are safe and Powys County Council have recently agreed to put more funding into this service so that we can check that people are getting the right quality of service to meet their needs and that they are being supported to be safe in their communities.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act The One Plan Powys</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<b>Principle</b>	<b>How does the policy / change objective impact on this principle?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	A percentage of the workforce in the day services will be redeployed or offered redundancy to meet efficiencies required	Poor	Close work with finance colleagues to get correct budget information. Strong and Effective change management.	Poor	PCC change management policy. Redeployment Redundancy Policy

Page 268

Achievability of Policy / Change Objective / Budget Saving?

<b>Impact on Service / Council</b>	<b>Risk to delivery of Policy / Change Objective / Budget Saving</b>	<b>Inherent Risk</b>
High	Medium	Medium

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Due to the tight time frame for the project there is a risk of not completing all work streams within the required time frame			
The high level of savings required from the learning disability budget (1/3 of overall costs)			
Political pressure to retain services when stakeholders complain about the potential changes			
Corporate decision to top slice 8% from all budgets for pensions will impact on this project due to reduction in the overall budget available to every service. Corporate decision making through the life of the project can have significant impact on the ability of the project team to deliver on outcomes			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Thorough engagement with all departments, councillors and senior managers to ensure full understanding of project pressures and parameters from the beginning to ensure departmental delays don't contribute to project deadlines being missed.			Medium
Close work with finance colleagues to get correct budget information. Strong and Effective change management. Open approach to all options from governance structure.			Medium
Ensure Councillors and senior managers are made fully aware of the impact and importance of achieving the project			Medium
Early information regarding corporate decisions which will impact on service budgets will enable the project team to factor issues in where possible however as with the 8% reduction often this will still mean a significant increase to the impact of reductions within the services.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Services for people with disabilities will be provided in a different way through collaboration & joint working with other providers. Services will receive an agreed level of support hours to work within. Although there will be a reduction in staffing hours, using a flexible approach to service provision will ensure each individuals needs and outcomes are met.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Consultation outcomes with service users, staff and stakeholders.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Project Board Meetings
<b>Please state when this Impact Assessment will be reviewed.</b>
April 2017

10. Sign Off

<b>Position</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
<b>Service Manager:</b>	Sandra Gibbons		06/01/2017
<b>Head of Service:</b>	Louise Barry		
<b>Strategic Director:</b>	Carol Shillabeer		
<b>Portfolio Holder:</b>	Clr Stephen Hayes		25/01/2017



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Carolann James	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-43 LAC budget						
<b>Outline Summary</b>							
Re-Structure of the Fostering Team ensuring that new foster carers are identified and assessed in a timely manner and that those caring for children and young people with complex and challenging needs are provided with additional support. This re-structure will allow the service to develop of in house service provision to reduce IFA / residential placements. Development of the in house Fostering Service to reduce the need to place children/young people with complex needs and challenging behaviour being placed with high cost Independent Fostering Agencies and in Residential Care. A saving of £32,000 has been identified for 2016/17, with further saving to be made in 17/18 and 18/19.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	20.11.15

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 271

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Children's Services have remodelled their fostering service with a view to being able to provide in house foster placements to young people with Complex needs and challenging behaviours, avoiding the need to place them with high cost Independent Fostering Agencies and Residential Placements, reducing the overall cost of the Looked After Children budget.	Good	Children and Young People who are currently placed in high cost residential provision will, wherever possible, be moved to foster placements. Additional support will be provided to Carers such as peer mentoring. In order to develop this further the Fostering needs to actively use new methods of recruiting foster carers, including the use of social media such as Facebook, use of digi stories etc.	Good	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 272

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Providing Foster Placements that are Local to the child's home is critical to achieving this goal. This would allow young people who are not able to live at home with their parents an opportunity to remain within the community in which they have grown up, maintaining contact with friends and remaining in the same school.	Good	Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs. Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements. Having a supply of experienced and supported in house foster placements enables us to better match children's placement needs at the point of placement improving placement stability issues as well as minimising placement breakdowns. Development of rapid response respite provision for children who require respite within family placements. Improved marketing and recruitment for in house foster carers was introduced earlier in July 2016 which has led to 31 new enquiries since the change as compared to approximately 10 carers in the same period prior to	Good	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 273

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
			the change in this marketing strategy. Review of Carers allowances and additional needs payments to ensure allowances are equitable and there is capacity for enhancement as necessary. Improved assessment and approval pathways of foster carers enables a timelier bank of in house carers being available for our children. Utilising skilled and experienced staff to support in house carers with placements of children with more challenging behaviours. Evidence Based Interventions will be utilised to support in house placements as described in the attached appendix		
Developing the economy	No impact	Neutral		Neutral	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 274

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Learning</b></p>	<p>Children’s Services recognise that Children and Young people who are Looked After can experience changes of school due to being cared for in Placements long distances from their home community, thus impacting on their educational achievements. The recruitment of Foster Carers within Powys to care for Young People who display challenging behaviour will enable them to remain at their Local School, minimising any disadvantages they would otherwise face.</p>	<p>Good</p>	<p>Children’s Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs.</p> <p>Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements.</p> <p>Having a supply of experienced and supported in house foster placements enables us to better match children’s placement needs at the point of placement improving placement stability issues as well as minimising placement breakdowns.</p> <p>Development of rapid response respite provision for children who require respite within family placements.</p> <p>Improved marketing and recruitment for in house foster carers was introduced earlier in July 2016 which has led to 31 new enquiries since the change as compared to approximately 10 carers in the same period prior to</p>	<p>Good</p>	<ul style="list-style-type: none"> <li>a) Performance Information.</li> <li>b) Looked After Reviews</li> <li>c) Placement Strategy</li> <li>d) Recruitment Strategy</li> </ul>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 275

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
			the change in this marketing strategy. Review of Carers allowances and additional needs payments to ensure allowances are equitable and there is capacity for enhancement as necessary. Improved assessment and approval pathways of foster carers enables a timelier bank of in house carers being available for our children. Utilising skilled and experienced staff to support in house carers with placements of children with more challenging behaviours. Evidence Based Interventions will be utilised to support in house placements as described in the attached appendix		

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 276

<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	No impact	Neutral		Neutral	
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Enabling children to live closer to their families and origins.	Good		Good	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 277

<i>Opportunities for persons to use the Welsh language</i>	<p>All information is available through the medium of Welsh.</p> <p>The Fostering Service have access to staff who can communicate through the medium of Welsh.</p> <p>Children that are placed in Wales will have the opportunity to use or learn Welsh.</p>	Good	<p>The Fostering Service will need to identify Welsh speaking carers who could care for children and young people whose first language is Welsh. The Fostering Service will actively seek to recruit carers who can communicate in Welsh. Fostering Service to ensure that Welsh Speaking staff attend Recruitment events.</p>	Good	<p>We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.</p>
<i>Treating the Welsh language no less favourable than the English language</i>	<p>The Fostering Service will need to ensure that whenever requested Assessments of carers can be undertaken in Welsh. All relevant materials are available in Welsh. The Fostering Service will arrange Foster Carer support groups for Welsh speaking carers when required.</p>	Good	As above	Good	As above
<i>Opportunities to promote the Welsh language</i>	All promotional and recruitment materials will be bi-lingual.	Good	As above	Good	As above
<i>Welsh Language impact on staff</i>	Staff within the Team will be actively encouraged to learn Welsh.	Good		Good	
<i>People are encouraged to do sport, art and recreation.</i>	By maintaining young people within their local community wherever possible, they will have the opportunity to continue to participate in sports and recreation enjoyed before they became Looked After.	Good	Foster Carers receive an allowance and will be expected to promote access to sports, art and recreation.	Good	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Foster Carers will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this	Neutral	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of its work. The proposed cuts will not impact upon this.	Neutral	Social Work Code of Conduct

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<i>Disability</i>	Foster Carers will not be dis advantaged on the basis of disability - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Gender reassignment</i>	Foster Carers will not be dis advantaged on the basis of gender reassignment - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Marriage or civil partnership</i>	Foster Carers will not be dis advantaged on the basis of marital status - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Race</i>	Foster Carers will not be dis advantaged on the basis of race - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Religion or belief</i>	Foster Carers will not be dis advantaged on the basis of Religious beliefs - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Sex</i>	Foster Carers will not be dis advantaged on the basis of sex - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Sexual Orientation</i>	Foster Carers will not be dis advantaged on the basis of sexual orientation - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Pregnancy and Maternity</i>	Foster Carers will not be dis advantaged on the basis of being pregnant - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct

Page 278

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Children's Services Looked After Children budget is a very high cost area and these costs can be volatile, as accommodating a child can play a central role in preventing a child suffering significant harm.	Unknown	By reducing the number of Children in high cost placements the service will be in a position to continue to deliver an Early Intervention and Prevention agenda, which in turn will reduce escalation of need.	Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	The remodelling of the fostering service has been undertaken with a view to preventing young people who have experienced significant trauma and rejection in their lives, problems from being exacerbated by being placed with foster carers who do not have the skills and knowledge to meet their needs, leading to further trauma and rejection (as placements break down) and their needs escalating.	Good	An In depth package of training will be available to our foster carers to ensure they have the skills and knowledge required to care for young people with complex needs and challenging behaviour.	Good	<ul style="list-style-type: none"> <li>a) Performance Information.</li> <li>b) Looked After Reviews</li> <li>c) Placement Strategy</li> <li>d) Recruitment Strategy</li> </ul>

Page 279

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Foster Care plays a key role in Children's Services response to ensuring that children and young people do not suffer abuse and neglect. The development of the service will ensure that we have sufficient numbers of foster carers, with the skills and knowledge to meet the needs of children and young people in Powys.	Good	Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.	Good	a) Performance Information b) Placement Strategy c) Recruitment Strategy
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	The development of the 3 tiered approach to fostering will enable the targeting of training to foster carers to meet the need of our current priority, Young People with Complex Needs and challenging behaviour. Being able to place children and young people with in house foster carers also enables young people to remain close to local communities, maintain local interests and to remain within their schools, which will all contribute to them meeting their potential.	Good	Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.	Good	a) Performance Information b) Placement Strategy c) Recruitment Strategy
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Unable to recruit enough Foster Carers with the skills to care for children with very complex and challenging behaviours.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Alongside the actions highlighted above, we will continue to work closely with the 4C's who provide a Framework for commissioning services with Independent Fostering Agencies and Residential Providers.			Medium
Further Development of our Recruitment Strategy.			Medium
Development of the Powys Access to Services Panel to ensure we target resources to Young People to those at greatest risk.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
When children are placed outside of Powys, this also has an impact on Education as they remain responsible for ensuring that the young person's educational needs are met.			

### Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
In order to reduce the Looked After Children's budget, we will need to have sufficient numbers of carers across Powys who have the knowledge, support and skills necessary to work with Children and Young People with complex needs and challenging behaviour. However, there is a shortage nationally of people who wish to become foster carers. Given this it is imperative that we provide sufficient recompense for those carers in order to keep our current carers and to attract and assess new carers in a timely manner. With this in mind we have re structured the service to meet this challenge, and continue to consider and develop new ways of marketing and recruiting foster carers, in order to meet the challenge ahead. In addition to this it must be recognised that any Looked After Children budget is volatile in nature.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
BAAF Journal (Volume 38 July 2014) Olivia Octoman and Sara McLean they describe a number of measures that foster carers identified as Extremely Helpful – Moderately Helpful when caring for children with complex needs and challenging behaviours.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
<ol style="list-style-type: none"> <li>1) Performance Management Information.</li> <li>2) Corporate Parenting Reports</li> <li>3) Foster Panel Minutes</li> <li>4) Powys Access to Services Panel (PASP)</li> <li>5) Multi-Agency Approval Panel (MAAP)</li> </ol>
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		
Head of Service:	Carolann James		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	Cllr Graham Brown		26/01/2017

Page 2 of 2

FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Corporate	<b>Head of Service</b>	Jane Thomas	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-60 Additional Income Target						
<b>Outline Summary</b>							
Increase in income levels generated by the Authority – High level target set by Cabinet, specific areas will be identified later and will be supported by further Impact Assessments, as income streams are identified.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead – Finance	11/12/2015
1.2	Jane Thomas	Acting Head of Financial Services	09/12/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 283

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Income management is one of the key cost improvement schemes for the Council, this will contribute to the budget shortfall and help sustain services.	Very Good	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out	Very Good	Budget Principles and Cost improvement themes
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	This objective contributes to this goal from an efficient use of resources perspective.	Very Good	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out. Business Cases will be developed.	Very Good	Budget Principles and Cost improvement themes
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 284

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 285

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	No impact	Neutral		Neutral	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 286

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	High	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to identify income streams			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Development of Business Cases as opportunities are identified, impact assessment of each case.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes has potential to impact across all services			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Impact Assessments will be carried out alongside individual business cases for each Income opportunity identified and developed.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
No

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Progress reported at Cost Improvement Board
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Clr. Wynne Jones		25/01/2017

Cyngor Sir Powys

# FORM ENDS



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Medium Risk Impact Assessments

- 1718-05 Withdraw from Village Halls
- 1718-12 Staff Reduction – Natural Wastage and ongoing Staff Restructure
- 1718-13 Fleet / Transport
- 1718-19 Business Support (New Model)
- 1718-37 Reduce in admissions to residential care
- 1718-38 Right sizing high cost placements
- 1718-39 LD Supported Living
- 1718-40 Community Care Packages
- 1718-42a Bannau / Camlas
- 1718-42b Bannau / Camlas (Income)
- 1718-44 Fostering Team – realignment
- 1718-45 Children’s Services New Model
- 1718-54 Income Saving from PWC Review

Page 289

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Regeneration, Planning and Commissioning	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Tony Thomas
<b>Policy / Change Objective / Budget Saving</b>		1718-05 Withdraw from Village Halls					
<b>Outline Summary</b>							
The Village Hall Revenue scheme supports a wide range of Community Centres and Village Halls across the County, the proposal is to withdraw from the scheme and make the saving over a two year period. This IA refers to the removal of the existing 50% grant that will be removed 31 <sup>st</sup> March 2017.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	15/10/15
V2	Jenni Thomas	Regeneration Manager	08/12/16

Page 290

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	This will deliver the budget reductions required. However there could be an impact on the community delivery project.	Good		Good	Customer feedback
<b>Supporting people in the community</b>	Local village hall / community centres are integral to the community for community activities developed and run by volunteers and providing the facilities for a range of services (statutory and non-statutory). Reducing funding will potentially lead to these services and projects being unable to be provided locally. Other council provision delivered at these halls may not be able to continue.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. No other revenue funding available.	Poor	Annual statistical information from each form within the revenue scheme, including audited accounts

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Developing the economy</b>	More money is kept within the local area as services are available locally. Functions held in the halls use local traders i.e. catering	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close with the resulting in loss of local trade.	Poor	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.
<b>Learning</b>	Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.	Poor	Annual log of activities and usage hours.

Page 291

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.</p>	<p>Very Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.</p>	<p>Poor</p>	<p>Annual log of activities and usage hours.</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>A range of activities, including fitness classes are held in the halls providing physical and mental wellbeing.</p>	<p>Very Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.</p>	<p>Poor</p>	<p>Annual log of activities and usage hours.</p>

Page 292

<p><b>A Wales of cohesive communities:</b>                  Attractive, viable, safe and well-connected Communities.</p>	<p>Halls provide a community hub and make the area more attractive to people.</p>	<p>Very Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close, potentially leading to rural isolation.                  Withdrawal of funding will encourage communities to be more pro-active and undertake fund-raising which would have a positive impact on community cohesion.</p>	<p>Neutral</p>	<p>Annual log of activities and usage hours.</p>
<p><b>A globally responsible Wales:</b>                  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language and maintain the Welsh Culture.</p>	<p>Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.</p>	<p>Neutral</p>	<p>Welsh language usage data</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Welsh language usage data</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>The closure of local halls may make it more difficult for people to participate through the Welsh language.</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Welsh Language usage data</p>
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Halls provide opportunities for cultural, arts and sports activities.</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Activity logs and usage data</p>

# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	Potentially older people would be less able to access services and activities.	Poor	Review of day time activities project is currently undertaking work to understand users and groups that are held at village halls	Poor	
Disability	Potentially people with disabilities would be less able to access services and activities.	Poor	As above	Poor	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 294

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	If a hall closes then it is likely to remain closed with the resulting loss to the community.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Poor	Activity logs and hours used data
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Various groups and agencies are involved in the running of the halls and the activities working together to provide services for the communities. The potential closure of the halls will impact on this	Poor	As above	Neutral	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 295

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Letters previously sent to all village hall committees informing them of the future cessation of funding. A second letter confirming withdrawal of funding has also been sent.	Good		Good	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Services provided in the halls are usually relatively cheap to attend, both in terms of admission and travel costs. Reducing availability may have an impact on people's ability to access these.	Poor		Poor	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

<b>Impact on Service / Council</b>	<b>Risk to delivery of Policy / Change Objective / Budget Saving</b>	<b>Inherent Risk</b>
------------------------------------	--	----------------------

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Medium	Medium	Medium
--------	--------	--------

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reducing funding may result in community halls closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts			Medium
Encourage Community Centres to increase funding			Medium
Encourage Community Councils to increase fund raising for their Community Centres			Medium
Encourage Community Centre Management Committees to review their Business Models			Medium
Act as a forum for best practice for fund raising			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Council services run through community centres.			

Page 296



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
Reducing funding to community/village halls will deliver the budget reductions required. However there could be an impact on communities through reduced or withdrawn service delivery (by both the council and other agencies), the provision of community activities, the authority's community delivery project and the council's reputation.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
The council would no longer have evidence of community activities or links with communities through this route as this information is currently provided through the grant monitoring process.

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
If grants are withdrawn there will be no monitoring process as this is currently part of the grant terms and conditions.
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		8 <sup>th</sup> December 2016
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Tony Thomas		27/01/2017

Page 297

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>	1718-12 Staff Reduction – Natural Wastage and ongoing Staff Restructure						
<b>Outline Summary</b>							
<b>Business support (£60k)</b>							
Resource has already transferred into service. Further reductions to the business support team are not considered achievable and the service will try to deliver the savings from within the service. This will involve a further review of the support required at some of the depot locations.							
<b>Staff reductions (£200k)</b>							
Whilst significant savings have been made in the staffing budget this further saving is required to meet the MTFs. This saving has focussed on managerial savings and is in part already met as savings have been overachieved with 15/16. Further savings are to be made but they are unlikely to meet the full amount required so the service intends to meet these costs internally.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Nigel Brinn	Head of Service	09/12/16

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Less resource deployed to manage admin and managerial function.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Reduction in workforce may impact on local economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A reduction in the workforce will potentially have a negative impact on the economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 299

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	All changes will follow the adopted PCC policy on the Management of Change and will therefore ensure the protection of staff's protected characteristics where appropriate.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

Page 300

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This is medium to short term solution to deal with the requirements of the MTFs.	Unknown		Unknown	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b>					
Prevention, including helping people into work and mitigating the impact of poverty.	Potential detrimental impact on staff and their household incomes.	Unknown		Unknown	
<b>Safeguarding:</b>					
Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 301

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	High	Medium

What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to achieve savings			
Detrimental impact on operational service delivery			
Disruption to service, management resource required, morale and lack of resilience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify savings target as an MTFS pressure for 17/18 and look to address within the service area budgets.			Medium
Need to adequately plan any changes to ensure that the impact is minimalised.			Medium
Again the project needs to be carefully implemented to minimise the residual impact.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Only the support services to HTR will be directly affected such as finance, HR, payroll.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The detail of the project is only at concept/preliminary stage at present but will be carefully monitored as progression commences.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Not at this stage

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

There will be no further reviews of the service impact but personal impacts will be picked up at IPR's etc.

**Please state when this Impact Assessment will be reviewed.**

At appropriate times during the project development.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Brinn		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017
	Cllr John Powell		24/01/2017

Page 30

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Highways, Transport & Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	CLlr John Brunt
<b>Policy / Change Objective / Budget Saving</b>		1718-13 Fleet/Transport – Review of targets					
<b>Outline Summary</b>							
<p>Meeting the MTFS savings target for FY 16/17 (£100k), FY17/18 (£100k) and FY18/19 (£100k). The principal issue is the progression of phased changes to rationalise the Integrated Transport Unit (ITU) workshop structure and the staffing levels therein, to reflect the reduced fleet size and to deliver a more resilient service to enhance the operational availability of mission-critical vehicle and plant assets.</p> <p><b>Fleet workshop rationalisation</b></p> <p>At the start of 2015, Fleet maintenance/repair activity was carried out in 6 separate buildings located at 5 different depots. The first phase of the rationalisation was completed on 02.04.16, with the closure of the vehicle workshop at Penybont depot. That change was covered by Version 1 of this impact assessment, issued on 29 October 2015. The full-year savings amount to £107k and thus have met the MTFS target for FY16/17 of £100k. The major change associated with the implementation of the second phase of rationalisation is the proposed closure of the plant workshop at Llandrindod Wells (Unit 1, Ddole Road). This phase was launched in November 2016 via an informal staff consultation process. Formal consultation is expected to take place in January 2017 and thus it is envisaged that the second phase will be implemented during the latter part of Q4 2016/17. Annual savings from this phase are estimated at £80k. There are numerous minor changes associated with the second phase, which are critical if the Fleet component of ITU is to effectively meet the demands that will arise from the working pattern change to be implemented in Waste &amp; Recycling and the need to ensure that the ITU can provide a suitably responsive and resilient service. One of these minor changes will be the cessation of plant equipment maintenance activity at Welshpool depot, this task will transfer to Newtown. Consequently the second phase of rationalisation will reduce the number of buildings used for Fleet maintenance to three on two sites (Newtown &amp; Brecon [the latter is provided with separate vehicle and plant workshops]).</p> <p>On 26 February 2016, full Council ratified the inclusion of the sum of £2.5m in the capital budget. This provision is intended to fund the acquisition of a suitable single site in the centre of the County and the construction of a purpose-built Transport workshop, with an opportunity to share the building and thus capital and operating costs with Mid and West Wales Fire Service. At the time of writing, a detailed business case is under development. Provisionally, it is considered that there will be savings opportunities arising which may be sufficient to meet the MTFS target for 2018/19. At the time of writing, a full business case is in course of preparation; this includes consideration of the cost of refurbishment of the existing facilities. The Fleet 'back office' team re-located to County Hall on 23 July 2016 from Unit 1, Ddole Road, Llandrindod Wells. With all ITU office staff now co-located, there is an opportunity to reduce costs whilst enhancing business resilience. One member of staff retired at the end of October 2016 and this vacancy will be surrendered, offering a full-year saving in 2017/18 of approximately £25k based on SCP20 (including employment overheads).</p> <p><b>Commercial vehicle and mobile plant fleet</b></p> <p>Since 2013, a progressive rationalisation of the commercial vehicle fleet has taken place, with over 100 vehicles being identified as surplus and subsequently sold. The focus is now on the replacement of those remaining assets and with confirmation that adequate capital resources are available, a phased replacement programme has commenced. The initial focus has been on the acquisition of mobile plant assets to significantly reduce revenue expenditure on external hire. The emphasis then shifted to the specification and the procurement of specialised vehicle asset types with the longest-lead times. More recently the procurement process has commenced for a range of less specialised vehicles and the first of these are entering service at the time of writing. The rationalised commercial vehicle and mobile plant fleet contains a significant number of assets that are over-life. Replacement of these is now critical to ensure that current levels of revenue expenditure on repairs and maintenance can be reduced in order to help meet the MTFS financial target, hence the current asset replacement programme. In particular, there must be a reduction in revenue spend on spare parts and external contractors.</p>							



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Stephen Offley	Senior Manager Integrated Transport Unit	29/10/2015
2	Stephen Offley	Senior Manager Integrated Transport Unit	05.01.2017.

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	It is essential that ITU workshops are rationalised (reduced in number) so that they can better meet the increased demands placed upon them by changes to the requirements of the business, principally driven by changes to front-line service delivery, especially revised work patterns planned by Waste & Recycling (W&R) and which may be implemented by other services in future. Reducing the footprint of workshops in depots will provide opportunities for the consolidation of those depots.	Good	Take steps to minimise loss of skilled staff to maintain organisational technical capability – consultation, provision of Disturbance Allowance	Good	Consultation with internal client managers
Supporting people in the community	No impact envisaged	Neutral		Neutral	
Developing the economy	Maintaining the capability to maintain and repair specialist heavy vehicles in the County is of strategic importance, not only to provide resilient, responsive support to critical front line Council services, but also to avoid the routine export of such work cross-border which would be necessary if no suitable premises/skills are available, or if a decision was taken to fully outsource Fleet maintenance and repair activity.	Good	Workshop rationalisation process is phased. The centralised workshop concept is supported by the Fire service and joint operation will provide a more resilient facility.	Very Good	Local market knowledge. Regular and effective liaison with partnering organisation.

Page 305

# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Page 306

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	Workshop teams currently includes motor vehicle apprentices. No change to this arrangement is envisaged.	Good	It is intended to continue with the apprentice training programme to support an effective workforce succession planning process. Whilst permanent posts cannot be guaranteed for qualifying apprentices, the specialist knowledge they gain during their training programme with PCC makes it highly desirable that they are offered permanent contracts once they qualify.	Good	Current workforce demographic is relatively aged

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Workshop rationalisation can be expected to increase productivity and to enhance employee safety, whilst a centralised modern building will offer reduced energy consumption and thus reduced carbon footprint.	Good	Where cost-effective, installation of on-site renewable energy generation, as a vehicle workshop is a relatively energy-hungry building (heating, lighting, ventilation, air compression).	Very Good	Industry knowledge. Civil engineering colleagues

<p><b>A resilient Wales:</b>  A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Maintaining the capability to maintain and repair specialist heavy vehicles in the County is of strategic importance, to ensure critical front line services enjoy resilient support. It is also important to avoid the routine export of such work cross-border which would otherwise be necessary if no suitable premises are available. Outsourcing would have consequent environmental impact from additional road fuel usage, coupled with a significant diminution of the essential diagnostic, mechanical, hydraulic and electrical engineering skills which are currently available inside the County boundary.</p>	<p>Good</p>	<p>Construction of up-to-date, safe premises and thus attractive working environment which will help to retain the existing skill base whilst attracting others with the necessary skills.</p>	<p>Good</p>	<p>As above</p>
<p><b>A healthier Wales:</b>  A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The construction of a modern workshop will enhance employee safety and provide a more attractive working environment.</p>	<p>Good</p>	<p>Some additional travel will be required with a centralised workshop. The estimated cost of this forms part of the formal business case. The associated environmental effects will be minimised by the acquisition of modern, low-emission vehicles as part of the current Fleet replacement programme.</p>	<p>Good</p>	<p>As above</p>
<p><b>A Wales of cohesive communities:</b>  Attractive, viable, safe and well-connected Communities.</p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 308

<p><b>A globally responsible Wales:</b>          A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The construction of a centralised modern building will offer reduced energy consumption and thus reduced carbon footprint.</p>	<p>Good</p>	<p>Some additional travel will be required with a centralised workshop. The estimated cost of this forms part of the formal business case. The associated environmental effects will be minimised by the acquisition of modern, low-emission vehicles as part of the current Fleet replacement programme.          Installation of on-site renewable energy generation will reduce the current level of reliance on fossil fuels (e.g. heating oil, natural gas).</p>	<p>Good</p>	<p>As above</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Age	The current workshop staff demographic is relatively aged. The construction of a modern workshop will provide an attractive technical working environment which in future will help to attract a more diverse workforce and thus help to deliver a resilient and more sustainable service.	Good	Provision of Disturbance allowance will help maintain existing skill base. Encouragement of car sharing will mitigate impact of increased travel for those staff.	Good	Employment statistics Industry knowledge
Disability	No impact envisaged	Neutral		Neutral	
Gender reassignment	No impact envisaged	Neutral		Neutral	
Marriage or civil partnership	No impact envisaged	Neutral		Neutral	
Race	No impact envisaged	Neutral		Neutral	
Religion or belief	No impact envisaged	Neutral		Neutral	
Sex	The current Fleet workshops teams (24 people) are all-male at the time of writing, whilst the remainder of the ITU team is split 13 female/8 male. The construction of a modern workshop will provide an attractive technical working environment which in future will help to attract a more diverse workforce.	Good	Recruitment policy considers only the most suitable person for the job. Engagement of female applicants for apprentice training will be actively encouraged.	Good	Employment statistics
Sexual Orientation	No impact envisaged	Neutral		Neutral	
Pregnancy and Maternity	No impact envisaged	Neutral		Neutral	

Page 309

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The phased approach to workshop rationalisation with the goal of a new centralised facility is absolutely aligned with this principle. Short/medium term benefit enhanced by long-term resilience.	Good	Provision of Disturbance allowance will help maintain existing skill base. Encouragement of car sharing will mitigate impact of increased travel.	Good	Industry knowledge
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The shared risk approach to operation of a centralised workshop is aligned with this perspective.	Good	Development of joint working will minimise visual and environmental impact	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
<b>Involvement:</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> <b>Communication and Engagement</b>	All employees affected by planned/proposed changes will be consulted in accordance with the Management of Change process.	Good	Effective communication process, e.g. via regular internal newsletter, special bulletins and briefings. Provision of Disturbance allowance will help maintain existing skill base.	Neutral	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The rationalisation of workshops impacts on Prevention by ensuring that the strategic capability to maintain light, specialist and heavy vehicles and plant does not deteriorate and is actually rendered more resilient in future. This resilience can be expected to directly benefit critical front-line service delivery by enhancing quality whilst reducing cost.	Good	See all mitigating actions above	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service

Page 310

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> <i>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.</i>	The shared risk approach to operation of a centralised workshop (i.e. joint construction & operation with the Fire Service) is fully aligned with this perspective. PCC workshops currently maintain all 28 Powys teaching Health Board vehicles and up to 40 Welsh Ambulance Service Trust ambulances on a pay-one-use basis.	Good	Seek opportunities for undertaking a greater volume of rechargeable work than is currently the case (current external income, approximately £40k p.a.).	Good	Industry knowledge; consultation with PCC peers and colleagues working for other governmental organisations with light and heavy vehicle fleets
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The rationalisation of workshops impacts on Preventing Poverty by ensuring that the strategic capability to maintain light, specialist and heavy vehicles and plant is more likely to remain within Powys, as it creates jobs. The current staffing level of ITU workshops is 24. A number of the roles located in County Hall support the workshop operation.	Neutral	Continue the current apprentice training programme, expanding where budget and logistics makes this appropriate	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact envisaged	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact envisaged	Neutral		Neutral	

Page 311

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	The phased approach to workshop rationalisation is designed to minimise the impact on the Fleet workforce whilst enabling others in front-line services to complete their operational tasks more efficiently and at lower cost in financial and environmental terms. In the long term this programme will safeguard jobs.	Good	Effective communication process, e.g. via regular internal newsletter, special bulletins and briefings. Implementation of Management of Change process. Provision of Disturbance allowance to help with cost of relocation of work place and maintain existing skill base.	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service

Page 312

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	High	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Possible loss of skilled staff due to relocation of work place.			
Inability to support pattern working and internal clients if change is not implemented.			
Service resilience will be enhanced by increasing the number of staff at the remaining locations.			
The main financial risks are being identified via the development of s detailed Business Case.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Business case, consultation, development of resilient solution			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
The changes will positively impact all functional clients that use commercial vehicles and especially W&R and HGSS. Liaison with peers in those client functions has helped to shape the changes.			



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Rationalisation of ITU workshops will better concentrate people resource to enable the delivery of a more flexible, resilient and higher-quality service to client functions at a lower overall cost. It will also protect and minimise the diminution of employment within the County and consequent skill loss through any future inability to deliver service at competitive cost with consequent cross-border outsourcing of heavy/specialist vehicle maintenance.	

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
Cabinet Report - 14 July 2016. Minutes of Project Board meetings (see below)

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Project Boards were implemented in May 2016. These Boards are 'Fleet Transformation' and 'Centralised Fleet Workshop' respectively – both of which meet monthly and are chaired by Head of Service; the latter includes representation from Mid-and West Wales Fire & Rescue Service.
<b>Please state when this Impact Assessment will be reviewed.</b>
Monthly basis via Fleet Transformation Project Board.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	S H Offley		
Head of Service:			
Strategic Director:			
Portfolio Holder:	ClIr John Brunt		25/01/2017

Page 313

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>	1718-19 Business Support – (New Model)						
<b>Outline Summary</b>							
<b>Business support (£60k)</b>							
Resource has already transferred into service. Further reductions to the business support team are not considered achievable and the service will try to deliver the savings from within the service. This will involve a further review of the support required at some of the depot locations.							
<b>Staff reductions (£200k)</b>							
Whilst significant savings have been made in the staffing budget this further saving is required to meet the MTFs. This saving has focussed on managerial savings and is in part already met as savings have been overachieved with 15/16. Further savings are to be made but they are unlikely to meet the full amount required so the service intends to meet these costs internally.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Nigel Brinn	Head of Service	09/12/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Less resource deployed to manage admin and managerial function.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Reduction in workforce may impact on local economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A reduction in the workforce will potentially have a negative impact on the economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 315

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	All changes will follow the adopted PCC policy on the Management of Change and will therefore ensure the protection of staff's protected characteristics where appropriate.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

Page 316

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This is medium to short term solution to deal with the requirements of the MTFs.	Unknown		Unknown	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b>					
Prevention, including helping people into work and mitigating the impact of poverty.	Potential detrimental impact on staff and their household incomes.	Unknown		Unknown	
<b>Safeguarding:</b>					
Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 317

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	High	Medium

What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to achieve savings			
Detrimental impact on operational service delivery			
Disruption to service, management resource required, morale and lack of resilience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify savings target as an MTFS pressure for 17/18 and look to address within the service area budgets.			Medium
Need to adequately plan any changes to ensure that the impact is minimalised.			Medium
Again the project needs to be carefully implemented to minimise the residual impact.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Only the support services to HTR will be directly affected such as finance, HR, payroll.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The detail of the project is only at concept/preliminary stage at present but will be carefully monitored as progression commences.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Not at this stage

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

There will be no further reviews of the service impact but personal impacts will be picked up at IPR's etc.

**Please state when this Impact Assessment will be reviewed.**

At appropriate times during the project development.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Brinn		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017
	Cllr John Powell		24/01/2017

Page 3

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adults	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-37 reduce in admissions to residential care by 10%						
<b>Outline Summary</b>							
Reduce long term admissions to residential care by 10% by maximising usage of community assets and strength based model, which utilises preventative support. For example, technology, extra care schemes and reablement.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational services	19/12/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 320

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Greater utilisation of community support and short term terms services i.e. reablement / technology will need to be delivered to achieve this.	Good	There will need to be robust modelling to ensure that this objective is fulfilled so that a negative impact on domiciliary care provision is not experienced.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence.	Very Good	There will need to be a mixed economy of provision to ensure that needs can be meet safely	Very Good	
Developing the economy	There will need to be greater utilisation of community / third sector and independent providers of care. However, work will need to be undertaken with care home providers to adapt modelling to the changing demographics and policy.	Unknown		Unknown	
Learning	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting their needs.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 321

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	People will be able to remain in their own homes or more independent forms of accommodation.	Neutral		Neutral	
<i>Disability</i>	People will be able to remain in their own homes or more independent forms of accommodation.	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 322

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for older people who prefer to stay in a setting familiar to them e.g. their own homes.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working will be key to the delivery of this objective, through integration and working with providers and other third sector partners.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive support.	Good		Good	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As we further our integrated programme, multi-disciplinary staff will work together to implement the delivery of the Social Services and Well-being (Wales) Act.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Socio economic opportunities may arise within communities to support people at home via third sector organisations / private providers	Unknown		Unknown	

Page 323

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral	Ensure robust assessment undertaken to safely deliver mixed economy of provision and promote positive risk taking.	Good	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 324

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

<b>Description of risks</b>			
Risk that the cost of delivering support at home has a negative effect on the ASC budget as a whole			
Risk of the external care home market shrinking			
Additional potential strain on domiciliary care			
<b>Judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
<b>Mitigating Actions</b>			<b>Residual Risk (after mitigation)</b>
Robust budget modelling to be undertaken to look at what can realistically be delivered at home (mixed economy of care) to ensure sustainability, keep service users safe and deliver savings.			Medium
Work with external providers to re-model business to focus on different delivery and retain sustainability			Medium
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>			
<b>PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
This will have a positive effect on citizens to support them to remain independent in a more familiar setting and is in line with the delivery of the Social Services and Well-being (Wales) Act.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
Older Person Residential Care Project and Peopletoo Financial Improvement Plan. Budget sustainability paper developed by HOS.

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly as part of the SIP process

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys		
Head of Service:	Louise Barry		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	CLr Stephen Hayes		25/01/2017

Page 325

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Adults	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-38 Right sizing high cost placements / packages and bring some people back into community living						
<b>Outline Summary</b>							
Right sizing high cost placements for Learning Disabilities and bringing some service users back into community living. Clients will be moved from high cost packages into a more appropriate care setting that delivers value for money and will enhance and promote independence in line with the Social Services and Well-being (Wales) Act. The client will still receive adequate care in a more cost effective environment. Deliver £350k savings in 2017/18 and £150k savings in 2018/19.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational Services	19/12/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 326

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service users would have a service delivered in County in the most cost effective manner.	Good	There will need to be robust modelling to ensure that this objective is fulfilled with full engagement from Health Board partners.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence with different forms of technology in a supported living framework.	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy		Unknown		Unknown	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathway and support available to them.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting their personal outcomes.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 327

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	People will be supported to regain or maintain independence.	Good		Good	
<i>Disability</i>	People will be supported to regain or maintain independence in a progressive way.	Good		Good	
<i>Gender reassignment</i>	No impact on this	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact on this	Neutral		Neutral	
<i>Race</i>	No impact on this	Neutral		Neutral	
<i>Religion or belief</i>	No impact on this	Neutral		Neutral	
<i>Sex</i>	No impact on this	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact on this	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact on this	Neutral		Neutral	

Page 328



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people with disabilities to be supported in the community to promote and enhance independence and provide sustainable provision in the future.	Good		Good	
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with will be key to the delivery of this, through integration and working with providers and other third sector partners.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Liaison will users and families is already underway as part of the return to home project and will be achieved through the individual care plan review processes.	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Current project is being delivered through the Learning Disabilities thematic collaborative board as part of the 'return to home' project.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 329

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 330

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Choice – service users / carers may not want to move or change the service they have			
Capacity – may not be suitable alternative options available for the service users and speed at which we could repatriate service users in the appropriate accommodation			
Reviewing the assessment – we may find that many are actually at the right level and services cannot be changed			
Provider not prepared to negotiate rates			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Work with individuals and families to look at both in-county provision and progressive care planning			Medium
Work with providers to develop, and partners to provide support			Medium
Look at parts of the care plan that can be provided by alternative methods – technology for example			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 331

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The process of returning suitable individuals to Powys to live closer to families and their communities is seen as a positive step forward in order to support individuals with complex needs. Promoting independence and progression is in line with the delivery of the Social Services and Well-being (Wales) Act 2014.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by HOS and 'return to home' project documentation.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue O Grady		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

**FORM ENDS**

Page 332

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adult Social Care	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-39 LD Supported Living – Reprofile supported living packages, protected at 10% efficiency savings.						
<b>Outline Summary</b>							
<p>Learning Disabilities Supported Tenancies have been allocated level of efficiency savings as part of the corporate budget recovery plan. This document is to assess the potential impact of these savings on the services and the service users.</p> <p>The services were remodelled and retendered in 2014 and 5 year contracts were awarded. The retender project saved £714 k at that time. With these contracts in place and also with consideration of the challenges providers face due to the National Living Wage there will be limited scope for contract price negotiation to achieve savings. Therefore the new savings targets will have to be achieved by service reductions. At the current time there are a number of initiatives started to deliver savings in the supported tenancies. These will be incorporated into one central project to ensure that savings are delivered on time and according the budget recovery plan. The current initiatives include use of assistive technology, review and management of vacancies and the development of longer term Market Position Statements and forward planning for future needs. The project will also assess and utilise the potential for unpaid support, shared support with peers and equitable service delivery across all services.</p> <p>Required savings are as follows: -</p> <ul style="list-style-type: none"> <li>2017/18 £150k</li> <li>2018/19 £200k</li> <li>2018/20 £150k</li> </ul>							

Page 333  
 6. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Deborah Webster	Strategic Commissioning Manager	12/01/17

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>Specific outcomes of the project will include:            Ensure that we are getting value for money along with efficient and effective use of our resources in meeting eligible needs on an ongoing basis            Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology            Review of all of the support plans and levels of service delivery for service users who are resident in the supported tenancies.</p>	Good	Proactive sharing of information to manage and minimise any negative public views that changes may create include consultation with health colleagues and applications for health support and funding where applicable	Good	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys</p> <p>SSWB Act</p> <p>Budget recovery plan</p>
Supporting people in the community	<p>The outcomes for these services align with the Adult social care programme brief:</p> <ul style="list-style-type: none"> <li>• People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</li> <li>• People with a learning disability have improved health and wellbeing</li> <li>• To ensure that the council is commissioning services which represent value for money</li> </ul> <p>The project to deliver required savings from the services will take into account that these objectives are paramount to the delivery of the services and will aim to deliver savings whilst keeping negative impact on service user to a minimum.</p>	Neutral	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create. Work with service users and social workers to review assessments and ensure right sizing of care packages. Work with providers to maximise flexibility across contracts to minimise impacts</p> <p>Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management include consultation with health colleagues and applications for health support and funding where applicable.</p>	Good	<p>Care plan reviews</p> <p>Consultation &amp; Service user engagement.</p> <p>SSWB Act</p> <p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys</p> <p>Market position statement (in development)</p>

Page 334

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Developing the economy</b>	<p>Aims/priorities from the Learning Disability joint commissioning strategy that were achieved as part of the previous remodel and retender on these contracts are relevant to the savings targets now to be achieved and will continue to inform the ongoing savings project.</p> <p>Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported.</p> <p>We also work with providers currently to understand the local economic issues facing the market.</p>	Neutral	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create.</p> <p>Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county.</p> <p>Include consultation with health colleagues and applications for health support and funding where applicable.</p>	Good	<p>Budget recovery plan</p> <p>SSWB Act</p> <p>The One Powys Plan</p> <p>Market position statement (in development)</p>
<b>Learning</b>	<p>Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology.</p> <p>There is a risk that some service users will experience a level of reduction in the daily opportunities that they have to be supported to access community activities on a 1:1 basis.</p> <p>The project will look at opportunities for people to access unpaid support such as community befriending schemes and shared support opportunities with peers.</p>	Neutral	<p>Work with service users and social workers to review assessments and ensure right sizing of care packages.</p> <p>Work with providers to maximise flexibility across contracts to minimise impacts.</p> <p>Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management.</p> <p>Proactive sharing of information to manage and minimise any negative public views that changes may create.</p>	Good	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys</p> <p>SSWB Act</p> <p>Budget recovery plan</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Specific outcomes of the project will include: Ensure that we are getting value for money along with efficient and effective use of our resources in meeting eligible needs on an ongoing basis Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology</p>	<p>Neutral</p>	<p>Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys The One Plan Powys Future Generations Act Stakeholder consultations</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>All contracts which are created as a result of new development opportunities in the County will require providers do operate in a eco-friendly manner as standard requirement of any contract with the council</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Council standard tendering procedure and terms and conditions</p>

Page 336



<p><b>A healthier Wales:</b>  A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>This project will align to the requirements of the Act by working with individuals to ensure proportionate assessment and care planning for peoples support and accommodation needs throughout the project and also by looking at the broader issues of people's wellbeing, support and early intervention and prevention. Through this project people will have influence and control over what they need, making decisions about their support in the future as an equal partner.</p>	<p>Good</p>	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create.  Work with service users and social workers to review assessments and ensure right sizing of care packages.  Work with providers to maximise flexibility across contracts to minimise impacts  Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management  Progression model of assessment is an option for all clients affected by this project  include consultation with health colleagues and applications for health support and funding where applicable</p>	<p>Good</p>	<p>Alder advice progression model and assessments.  Joint Commissioning Strategy: Adults with learning Disability</p>
--	--	-------------	---	-------------	---

<p><b>A Wales of cohesive communities:</b>                  Attractive, viable, safe and well-connected Communities.</p>	<p>The outcomes for this project align with the Adult social care programme brief:                  People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</p>	<p>Good</p>	<p>Information to manage and minimise any negative public views that changes may create.                  Work with service users and social workers to review assessments and ensure right sizing of care packages.                  Work with providers to maximise flexibility across contracts to minimise impacts.                  Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management                  Progression model of assessment is an option for all clients affected by this project.                  include consultation with health colleagues and applications for health support and funding where applicable</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability                  Powys                  The One Plan Powys</p>
<p><b>A globally responsible Wales:</b>                  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>94% of tenants prefer to be addressed in English, and 2% prefer Welsh. The rest did not record a preference.</p> <p>According to the 2011 census, 19% of people living in Wales can speak Welsh. The highest percentage of these being of school age. Within the supported tenancies 2% are recorded as able to speak Welsh with a further 4% not indicating a choice. This may be reflective of the fact that people with a learning disability may not be able to gain skills in two languages or may not communicate verbally at all.</p> <p>It is therefore not anticipated that the proposed project will have a disproportionate impact on clients who prefer to speak Welsh or use Welsh as their first language.</p>	<p>Neutral</p>	<p>The council's standard terms and conditions require providers to support individuals in the language of their choice</p>	<p>Neutral</p>	<p>Applies to all characteristics:          Profiling of service users, providing a breakdown of who uses the service by the protected characteristics.          Service user satisfaction rates          Qualitative data (analysed against the protected characteristics) which provides evidence about current services users experience accessing the service.          Qualitative data gathered from those that are not currently using the service.          Assessment process          PID          Joint Commissioning Strategy: Adults with learning Disability          Powys          SSWB Act          Census information (Daffodil)</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Neutral</p>	<p>As above</p>	<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Neutral</p>	<p>As above</p>	<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>People are encouraged to do sport, art and recreation.</i>	People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Through this project people will have influence and control over what they need, making decisions about their support in the future as an equal partner.	Neutral	Assessments will be undertaken in partnership with clients and their families to ensure that peoples desired progression through life is fully understood.	Neutral	
<i>Disability</i>	All clients (100%) have a disability due to the specific purpose of the service. This is significantly higher than the national average (11.9%)The statistics published by Daffodil show that 2.45 of the population in Wales have a learning disability, and on average between men and women 14% have a limiting physical disability Services are allocated to people according to their eligible need. As such the service is designed to meet the requirements for people with a learning disability and is not preferential in any other way.	Neutral		Neutral	
<i>Gender reassignment</i>	<b>No impact</b>	Neutral		Neutral	
<i>Marriage or civil partnership</i>	<b>No impact</b>	Neutral		Neutral	
<i>Race</i>	No impact – the national household census 2011 indicates a black and minority ethnic group percentage in general households as 3% so there is a slightly lower representation within the supported tenancies. This is however reflective of local population in the area.	Neutral		Neutral	

Page 340

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 341

<p><i>Religion or belief</i></p>	<p>Within the contract for the supported tenancies there is a requirement for providers to ensure that they meet the needs of individuals. Through the service specification providers are required to work with the service users and their chose and professional representatives to ascertain their choices, preferences and needs. The tender process was based on contracting to Individual Placement Agreements so that the contract can be altered at any time in line with the assessed needs of the service users. This includes the requirement to support them in all of their life choices, including their choice of religion.</p> <p>It is not anticipated that people of any specific religion will be disproportionately affected by the project as each change and impact will be designed around specific individual choice and need.</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Sex</i></p>	<p>52% of the tenants are female, 48% are male. This compares to 2011 census data that record 59% of the national household population as male. Within census figures on daffodil for 2011 The percentage of adults who reported being limited a lot by a physical disability increased with age, and was overall slightly more common for women (17%) than men (15%).</p>	<p>Neutral</p>	<p>Whilst this suggests that there could be a disproportionate impact on the number of women affected by any change, care provided under the new contract will continue to be delivered to meet individual's assessed needs. As a result, no significant change in services is anticipated.</p>	<p>Neutral</p>	
<p><i>Sexual Orientation</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Pregnancy and Maternity</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><i><b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The savings requirements will leave less capacity in the services than was previously available. Services will need to work with service users in the future to manage expectation and to maximise opportunities for unpaid support and universal services.</p>	<p>Good</p>	<p>Information to manage and minimise any negative public views that changes may create.                      Work with service users and social workers to review assessments and ensure right sizing of care packages.                      Work with providers to maximise flexibility across contracts to minimise impacts.                      Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management.                      Progression model of assessment is an option for all clients affected by this project.                      Include consultation with health colleagues and applications for health support and funding where applicable.</p>	<p>Good</p>	

Page 342

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>Aims/priorities from the Learning Disability joint commissioning strategy that were achieved as part of the previous remodel and retender on these contracts are relevant to the savings targets now to be achieved and will continue to inform the ongoing savings project:</p> <p>Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported.</p> <p>We also work with providers currently to understand the local economic issues facing the market.</p>	Good		Very Good	
<p><b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.</p>	<p>Through this project people will have influence and control over what they need, making decisions about where they live in the future as an equal partner.</p>	Good		Very Good	
<p><b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.</p>	<p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with the Social Services and Wellbeing Act 2014.</p> <p>The project will help to ensure people have opportunities for unpaid support and community opportunities.</p>	Good		Good	

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>The project is aimed at making efficiency savings and work will be done to minimise any negative impact on individuals however the service will continue to operate on the following basis.</p> <p>People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p> <p>People with a learning disability often have further health needs, such as a physical disability, visual or hearing problem which also need to be supported.</p> <p>People with a Learning Disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</p> <p>People with a Learning Disability have improved health and well-being</p>	<p>Good</p>	<p>One plan objective for people with learning disabilities: People with Learning Disabilities lead meaningful and valued lives within their own communities.</p> <p>Within Social Services we are committed to:</p> <p>High quality efficient and effective services that are purposeful and focus on impact and outcomes.</p> <p>Engaging with the citizen by building social capacity both in the individual and community.</p> <p>Develop effective and efficient care pathways from universal services through to acute provision, through managing demand for the whole population.</p> <p>Equity of access – ensuring that the resource requirement and true service cost is fully understood.</p> <p>Partnership and collaboration which are essential with key partners.</p> <p>Understanding the “market” i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services.</p>	<p>Good</p>	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 345

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The efficiency savings on this project represent less than 10% of the overall budget across the next 3 years and will not place any service user at risk of poverty.	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The contractual requirements on providers to comply with all safeguarding procedures will not be affected by this project. Robust assessments and monitoring all services check that people are getting the right quality of service to meet their needs and that they are being supported to be safe in their communities.	Good	Adult Protection within Powys is currently monitored and managed through the Adult Protection Committee that has instigated a number of projects with third sector agencies to work with service users and members of the community to develop specific Keeping Safe courses.	Good	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Public Resistance and / or political resistance to perceived levels of service reduction.			
Risk that savings won't be delivered			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Sharing of appropriate levels of information with public. Councillors and cabinet to inform and reassure. All assessments to take place with full involvement of stakeholders and any reductions will be considered against negative impacts on individuals.			Medium
Early communication with all disability teams of new savings targets in order to facilitate support for change and careful management of impacts.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 346

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The project will deliver savings in accordance with the requirements of the budget recovery plan and officers will work to ensure as minimal an impact as possible on service users through the following: assistive technology, review and management of vacancies, development of longer term Market Position Statements, unpaid support, and shared support with peers and equitable service delivery across all services. Whilst all effort will be made to minimise negative impact it is possible that some service users in tenancies with high levels of service for community access and 1:1 support provision that exceeds statutory requirements will experience a reduction in service.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
<p>Within the Powys change plan we set out the values guiding our work. This project is very much linked to those values via the following:</p> <p>Accessibility- ensuring that people with learning disabilities have full access to their communities by commissioning community based support.</p> <p>Openness- Procuring the services that we are commission through the sell 2 wales portal with a clear decision making process that is robust and objective.</p> <p>Respect- Commissioning services that specify that we expect our service users to be supported in ways that show them respect and protect their dignity</p> <p>Focus- Commissioning services that are demonstrably concentrated on gaining a good quality service for a fair price.</p> <p>Engagement- Through engagement with service users, parents, carers and advocates shaping the tender process to ensure we are addressing the issues that are important to our customers and that they have the opportunity to share their views and be listened to.</p> <p>Learning- Commissioning services on a cycle which allows us to learn from our customers experiences and improve the system every time that we do it.</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Learning disability supported tenancies have robust monitoring processes in place. They receive monitoring visits from the monitoring office for Disability services which are both announced and unannounced. The providers are also required to submit quarterly returns to the Contracts and commissioning unit and they also attend quarterly contract monitoring meetings and provider forums. Through these processes impact on service users will be monitored continuously.

Adult social care commissioning team also have a 'concern with provider' process through which any professional involved with the service (care managers / health professionals and advocates for example) can report any concerns they have with the service or any impacts on the service users that they support. Concerns are addressed individually and also reported to the Joint Interagency Monitoring Panel (JIMP) which monitors issues of concern and can take formal action.

**Please state when this Impact Assessment will be reviewed.**

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue O'Grady		
Head of Service:	Louise Barry		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

Page 34

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Adults	<b>Head of Service</b>	Louise Barry	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Stephen Hayes
<b>Policy / Change Objective / Budget Saving</b>	1718-40 Community Care Packages – Using a practice based approach support individuals through the use of personal budgets and direct payments to secure an outcome focused care plan in the most appropriate setting						
<b>Outline Summary</b>							
Practice based approach to support service users through use of direct payments and community supports. 60 packages identified across Older People, Physical Disability and Learning disability users. Service users will be moved where feasible into a more appropriate care setting that delivers value for money across service areas and promotes choice and control.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational Services	19/12/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 348

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service users would have a service delivered in County in the most cost effective manner.	Good	There will need to be robust modelling to ensure that this objective is fulfilled with full engagement from Health Board partners	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence with forms of technology in a supported living framework	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy	No impact	Neutral		Neutral	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathway and support available to them.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting needs and fulfilling personal outcomes.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 349

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	People will be able to remain in their own homes and supported to regain or maintain independence	Good		Choose an item.	
<i>Disability</i>	People will be able to remain in their own homes and supported to regain or maintain independence	Good		Choose an item.	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 350

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people to be supported in the community to promote and enhance independence and provide sustainable provision in the future.	Good		Good	
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working will be key to the delivery of this, through integration and working with providers and other third sector partners.	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	User, families and representatives are an integral part of the care planning review process and will be involved at all stages.	Good		Good	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Partners will need to be fully engaged in the direction of travel which is already established through the integrated team for Older People.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 351

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions.	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Good		Good	

Page 352

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Choice – service user / carer may not want to move or change the service they currently receive			
Capacity – may not be suitable alternative options available for the service user			
Reviewing the assessment may find that many are actually at the right level and services cannot be changed			
Provider not prepared to negotiate rates			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Ongoing work will be undertaken with families and service users which will form an integral part of the care planning review process			Medium
Alternatives are being developed and enhanced			Medium
There may be more cost effective ways to meet an individual's personal outcomes			Medium
Provider negotiation will need to be undertaken by commissioning teams			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 353

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
A number of high cost packages will be assessed to ensure the right level of support is being provided and where a technology / community asset based approach can be used some provision will be substituted through the care plan reviewing process. Equally, where negotiations with providers are needed this will happen to ensure the most cost effective sustainable support is commissioned. This will allow more users 'choice and control' over commissioned support and deliver on the legislative framework.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by HOS

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys/Sue O Grady		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

**FORM ENDS**

Page 354

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Carolann James	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-42a Bannau / Camlas						
<b>Outline Summary</b>							
Bannau and Camlas staff Team is currently made up of a significant number of 22hr posts. There is a high turnover of staff as people seek to move on to full time positions, resulting in the use of high cost agency staff and high recruitment and training costs. By restructuring the staff Team and increasing the number of full time and casual staff employed, we will reduce the overall costs of agency staff and advertising.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	17.11.15

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.	Good	The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.	Good	a) Inspection Reports b) Statement of Purpose

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Bannau/Camlas are an integral part of the Services that are provided to Families who have a Disabled Child. This can be through the provision of Short Breaks/Respite which allows parents to continue with their caring role. When a child lives at Bannau, this prevents the needs for them to be accommodated in another high cost provision, which would be outside of Powys and away from the community in which they usually live.	Good	By restructuring the staffing we would provide a more consistent, knowledgeable and well trained workforce. This would also lead to Bannau and Camlas meeting Regulatory requirements regarding the number of permanent staff employed and Training requirements.	Good	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Current 22hr contracts for staff can impact on individuals being able to claim welfare benefits such as Income Support. This leads to a high turnover of staff, as they leave to seek full time positions, and a skills drain, losing staff who have undergone on the job specialist training. Changes will result in a lower turnover of staff, and staff who develop their skills in working with Disabled Children.	Good	Additional Casual Posts will be recruited to creating further flexible job opportunities, and lessen the reliance on high cost agency staff.	Good	a) Inspection Reports b) Statement of Purpose

<p><b>A resilient Wales:</b>                  A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b>                  A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of cohesive communities:</b>                  Attractive, viable, safe and well-connected Communities.</p>	No impact	Neutral		Neutral	
<p><b>A globally responsible Wales:</b>                  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>All information is available in Welsh and any child who wished to use Welsh as their preferred language of communication would be given the opportunity to do this.</p>	Neutral	<p>Bannau and Camlas need to ensure they have access to staff who can communicate in Welsh and this will need to form part of its Business plan. Permanent Staff wishing to access Welsh Language training should be provided with an opportunity to do so.</p>	Neutral	<p>a) Team Business Plan                  b) Training Needs Analysis</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	As above	Neutral	As above	Neutral	
<p><i>Opportunities to promote the Welsh language</i></p>	As above	Neutral	As above	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of age, no change as a result of proposals.	Neutral		Neutral	Social Care Code of Conduct
<i>Disability</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Disability, no change as a result of proposals.	Neutral		Neutral	
<i>Gender reassignment</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of any gender reassignment, no change as a result of proposals.	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Race, no change as a result of proposals.	Neutral		Neutral	
<i>Religion or belief</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of religious belief, no change as a result of proposals.	Neutral		Neutral	
<i>Sex</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sex, no change as a result of proposals.	Neutral		Neutral	
<i>Sexual Orientation</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sexual orientation, no change as a result of proposals.	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of pregnancy, no change as a result of proposals.	Neutral		Neutral	

Page 358

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.					
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 359

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	Staff at Bannau and Camlas have in most recent inspections, been noted for the quality of the interactions between the young people and themselves. This positive interaction and knowledge in terms of communication enables the Young People in their care to fulfil their potential. The proposed changes will only serve to strengthen the above.	Good	A lower turnover of staff will allow knowledge form attendance at training to remain within the Unit.	Good	a) Staff training records b) Inspection Reports c) Corporate Parenting Reports
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 360

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Low	Medium



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Unable to recruit to full time or casual positions, resulting in the need to continue to use Agency staff			
Ability to cover staffing rota with number of full time and casual staff employed			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Plan out number of full time and casual posts required to effectively cover the staff rota			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Overall the suggested changes will enable Bannau and Camlas to meet Regulatory Requirements regarding numbers of permanent staff and staff with required qualifications. In addition to this it will contribute to many of the Council's Change Objective priorities as highlighted above.	

Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<ul style="list-style-type: none"> <li>a) Corporate Parenting Reporting</li> <li>b) CSSIW Inspection</li> <li>c) Monthly visits by the Responsible Individual</li> <li>d) Staff Supervision</li> <li>e) Budget Monitoring</li> </ul>
Please state when this Impact Assessment will be reviewed.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		18.11.15
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

**FORM ENDS**

Page 362

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Carolann James	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-42b INCOME – Bannau and Camlas						
<b>Outline Summary</b>							
Trade short break places at Camlas and residential placements at Bannau to other local authorities. Trading is undertaken exclusively with Welsh authorities as there are existing contracting arrangements through the 4Cs consortium. A charging matrix has been developed for the external commissioning of places.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Steve Howell	Area Manager	30 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will generate income for Bannau / Camlas which will contribute to safeguarding service delivery.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time positions.	Good		Good	Children's Transformation Board
Learning	In the long term the Council will develop arrangements to provide long term placements at Bannau with education.	Good		Good	

Page 363

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time jobs within the Council.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	The proposal will offer placements for children from other local authority areas, where this service is not readily available to them.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 364

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	Trading will be undertaken exclusively with other Welsh authorities as there are existing contracting arrangements in place through the 4Cs consortium, therefore the same level of service will be delivered as current.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 365

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The proposal will generate income for Bannau / Camlas which will contribute to safeguarding service delivery for the future.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The proposal involves working with other Welsh local authorities to trade placements.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The proposal will increase the number of placements available to children. Placements provide development and welfare for children.	Good		Good	

Page 366

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	The proposal will increase the number of placements available for looked after children with disabilities.	Good		Good	
<b>Impact on PCC Workforce</b>	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time positions.	Good		Good	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Very High	Medium

What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Recruitment issues			
As the authority has not generated income yet it is unlikely to be at a full income generation run rate until 2017			
Competitor organisations in both local government and private providers have now developed plans to trade short break/residential beds			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify staffing numbers required to develop one staffing team who could work across both Camlas and Bannau (enabling more full time positions to be developed)			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No impact			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
The proposal will have a positive impact on the service as it will provide placements to children from other local authority areas. This will generate income for the service which will safeguard the current service provided, as well as safeguarding jobs within the unit.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Income generation and number of vacancies will be monitored.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly monitoring.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Howell		
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Graham Brown		26/01/2017

Page 368

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Carolann James	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-44 Fostering Team - realignment						
<b>Outline Summary</b>							
<p>This will be delivered in phases with the end result being that citizens will be able to access health, social care and education support from local offices in a joined up way – avoiding duplication and delays.</p> <p>New legal requirements emphasise the need for early intervention and for agencies to be joined up in service delivery to be most effective. The review recommendation which has been adopted is to move the service to a more locality basis with greater resource being directed to prevention of difficulties escalating. Children's Services will have moved to this new model in the autumn of 2016 bringing forward savings due to be delivered next year. Further savings will be identified when TAF and partners join locality arrangements and duplication is removed. Over the following 2-3 years there is an expectation (evidence based) that work being held by social care will reduce by 15-20%</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Fiona Fitzpatrick	Interim Head of Children's Services	20 <sup>th</sup> September 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 369

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Positive impact reduces duplication and therefore wastage	Good	Staff will be expected to deliver across the spectrum of need rather than specialist areas – training and support will be in place.	Good	
Supporting people in the community	More local delivery will improve support for people in communities. Reduce need for support away from home.	Good	This will be a new way of working for staff and support will be required.	Good	
Developing the economy	More local jobs – this offers the opportunity that more local people will be employed.	Good	The workforce issues will need a strategic approach to ensure training and courses available	Good	
Learning	See above – more local potential for social care/caring careers but relevant training and skills development will be required.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Locality working reduces car journeys and mileage. Local people will spend money in local communities	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	See above. Local arrangements mean that there will be more local influence – on the local issues which really matter. Locality working reduces car journeys and mileage. Local people will spend money in local communities.	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Integrated early delivery of services will ensure that we can prevent poor health and maximise wellbeing. Early intervention with children can prevent long term issues from developing.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	More community focus will ensure services assist in building community cohesion and improve safety and connections. More locality based working will improve community cohesion. Staff time invested in communities	Good		Good	

Page 370

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 371

<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The locality approach ensures lower environmental impact. Prosperous communities will improve local resilience.	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All JD's have a requirement for % Welsh language users. Updated information about Welsh language skills on Trent.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Recruiting from local communities.	Good		Good	
<i>Opportunities to promote the Welsh language</i>	Interpreters available if needed	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	Core expectation of promoting Welsh language and culture.	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Integrated approach to delivery will promote wellbeing in widest context.	Good		Good	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Easier access to support across the age range.	Good		Good	Consultation with young people has taken place. Advocates and independent reviewing officers in place for ongoing feedback.
<i>Disability</i>	Services for disabled children will also be delivered within a locality, integrated approach.	Good		Good	As above

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Gender reassignment	Earlier emotional support and advice is inherent within the model due to the join up with health, education and other relevant colleagues	Good		Good	As above
Marriage or civil partnership	Person centred support will be improved – regardless of relationship status by the development of improved integration of service delivery.	Good		Good	As above
Race	Person centred support and tolerance will be central to service delivery	Good		Good	As above
Religion or belief	As above	Good		Good	As above
Sex	As above	Good		Good	As above
Sexual Orientation	As above	Good		Good	As above
Pregnancy and Maternity	Better co-ordination and information sharing will lead to improved and earlier service provision	Good		Good	As above

Page 372

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	The new model will lead to reduction in duplication and offer improved value for money. The provision of early intervention will provide benefits for citizens, families and communities in the long term.	Very Good		Very Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	The changes fit with PCC plans for more community orientated services and building community assets and resilience. Collaboration across professional groups will mean easier navigation of services and better delivery.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 373

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	The work will be reported to Regional Partnership Board which includes citizen representation as core membership. This will be an ongoing reporting arrangement. There has been some specific young person engagement and there is a communications plan. The young person engagement has been with young people who have received high levels of service due to complex needs – they are hard-to-reach. Outcomes of work will be audited to ensure positive outcomes.	Good		Good	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	This is the core purpose of these changes. The Social Services and Well Being Act requires more emphasis on early intervention and on integration with other services. These changes will deliver that outcome.	Very Good		Very Good	
<b>Integration:</b> <i>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.</i>	This is the main driver for this activity and will ensure improved integration in service delivery. In future the plan is for co-location of staff from a range of agencies but this will go further with joined up pathways and processes and eventually joint management arrangements.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The model will increase accessible work roles – support and welfare. Improving well-being and access to support will enable more parents and young people to potentially access work. Better advice will ensure that families receive benefits/income they are entitled to reducing poverty.	Good		Good	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The proposed changes will increase professional co-operation and information sharing. More emphasis and resource to prevention will reduce number of cases escalating to safeguarding.	Good		Good	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	Our young people will receive ongoing support within an established relationship with a social worker. The level of understanding of safeguarding matters will be improved.	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Elements of the workforce will initially be impacted due to anxiety related to safeguarding responsibilities. Other parts of the service will benefit from a reduced caseload as work will be more equitably distributed. The overall impact will be good because workers will be skilled up across safeguarding and prevention, they will have lower caseloads and will be able to be more effective with greater management support.	Good		Good	

Page 374

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
The change represents a major culture change – this may be difficult to achieve.			
Business as usual needs to be maintained as change and development takes place			
Austerity across the partnership may lead to reduction in financial envelope for non-statutory work			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Workforce development to ensure training, knowledge and support to staff during change programme.			Medium
Improved management oversight, systematic evaluation of business delivery during change period			Low
Multi agency Transformation and Regional Partnership Boards to maintain engagement and focus on prevention agenda			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes – a range of departments including housing, education, youth service and CYPP will be impacted – reducing duplication and more effective joint working should lead to reduction in spend and increase in capacity and improved outcomes – however this is difficult to quantify at this stage.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This Transformation Programme is designed to both deliver better outcomes for children and young people and reduce duplication and waste in the system. The plan will ensure better join up with other agencies and council services to deliver more effectively for communities and to help build resilience for the future.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Strategic Review Needs assessment Regular performance monitoring of commissioned services and activity

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Transformation and Regional Partnership Board. Performance monitoring meetings and over sight.
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Fiona Fitzpatrick		20 <sup>th</sup> September 2016
Strategic Director:			
Portfolio Holder:	Clr Graham Brown		26/01/2017

Page 9 of 9

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Carolann James	<b>Strategic Director</b>	Carol Shillabeer	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-45 New model for delivery of Childrens Services following Strategic Review.						
<b>Outline Summary</b>							
<p>This will be delivered in phases with the end result being that citizens will be able to access health, social care and education support from local offices in a joined up way – avoiding duplication and delays.</p> <p>New legal requirements emphasise the need for early intervention and for agencies to be joined up in service delivery to be most effective. The review recommendation which has been adopted is to move the service to a more locality basis with greater resource being directed to prevention of difficulties escalating. Children's Services will have moved to this new model in the autumn of 2016 bringing forward savings due to be delivered next year. Further savings will be identified when TAF and partners join locality arrangements and duplication is removed. Over the following 2-3 years there is an expectation (evidence based) that work being held by social care will reduce by 15-20%</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Fiona Fitzpatrick	Interim Head of Children's Services	20 <sup>th</sup> September 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Positive impact reduces duplication and therefore wastage	Good	Staff will be expected to deliver across the spectrum of need rather than specialist areas – training and support will be in place.	Good	
Supporting people in the community	More local delivery will improve support for people in communities. Reduce need for support away from home.	Good	This will be a new way of working for staff and support will be required.	Good	
Developing the economy	More local jobs – this offers the opportunity that more local people will be employed.	Good	The workforce issues will need a strategic approach to ensure training and courses available	Good	
Learning	See above – more local potential for social care/caring careers but relevant training and skills development will be required.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Locality working reduces car journeys and mileage. Local people will spend money in local communities	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	See above. Local arrangements mean that there will be more local influence – on the local issues which really matter. Locality working reduces car journeys and mileage. Local people will spend money in local communities.	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Integrated early delivery of services will ensure that we can prevent poor health and maximise wellbeing. Early intervention with children can prevent long term issues from developing.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	More community focus will ensure services assist in building community cohesion and improve safety and connections. More locality based working will improve community cohesion. Staff time invested in communities	Good		Good	

Page 378

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 379

<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The locality approach ensures lower environmental impact. Prosperous communities will improve local resilience.	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All JD's have a requirement for % Welsh language users. Updated information about Welsh language skills on Trent.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Recruiting from local communities.	Good		Good	
<i>Opportunities to promote the Welsh language</i>	Interpreters available if needed	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	Core expectation of promoting Welsh language and culture.	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Integrated approach to delivery will promote wellbeing in widest context.	Good		Good	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Easier access to support across the age range.	Good		Good	Consultation with young people has taken place. Advocates and independent reviewing officers in place for ongoing feedback.
<i>Disability</i>	Services for disabled children will also be delivered within a locality, integrated approach.	Good		Good	As above

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Gender reassignment	Earlier emotional support and advice is inherent within the model due to the join up with health, education and other relevant colleagues	Good		Good	As above
Marriage or civil partnership	Person centred support will be improved – regardless of relationship status by the development of improved integration of service delivery.	Good		Good	As above
Race	Person centred support and tolerance will be central to service delivery	Good		Good	As above
Religion or belief	As above	Good		Good	As above
Sex	As above	Good		Good	As above
Sexual Orientation	As above	Good		Good	As above
Pregnancy and Maternity	Better co-ordination and information sharing will lead to improved and earlier service provision	Good		Good	As above

Page 380

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	The new model will lead to reduction in duplication and offer improved value for money. The provision of early intervention will provide benefits for citizens, families and communities in the long term.	Very Good		Very Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	The changes fit with PCC plans for more community orientated services and building community assets and resilience. Collaboration across professional groups will mean easier navigation of services and better delivery.	Good		Good	

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	The work will be reported to Regional Partnership Board which includes citizen representation as core membership. This will be an ongoing reporting arrangement. There has been some specific young person engagement and there is a communications plan. The young person engagement has been with young people who have received high levels of service due to complex needs – they are hard-to-reach. Outcomes of work will be audited to ensure positive outcomes.	Good		Good	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	This is the core purpose of these changes. The Social Services and Well Being Act requires more emphasis on early intervention and on integration with other services. These changes will deliver that outcome.	Very Good		Very Good	
<b>Integration:</b> <i>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.</i>	This is the main driver for this activity and will ensure improved integration in service delivery. In future the plan is for co-location of staff from a range of agencies but this will go further with joined up pathways and processes and eventually joint management arrangements.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The model will increase accessible work roles – support and welfare. Improving well-being and access to support will enable more parents and young people to potentially access work. Better advice will ensure that families receive benefits/income they are entitled to reducing poverty.	Good		Good	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The proposed changes will increase professional co-operation and information sharing. More emphasis and resource to prevention will reduce number of cases escalating to safeguarding.	Good		Good	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	Our young people will receive ongoing support within an established relationship with a social worker. The level of understanding of safeguarding matters will be improved.	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Elements of the workforce will initially be impacted due to anxiety related to safeguarding responsibilities. Other parts of the service will benefit from a reduced caseload as work will be more equitably distributed. The overall impact will be good because workers will be skilled up across safeguarding and prevention, they will have lower caseloads and will be able to be more effective with greater management support.	Good		Good	

Page 382

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
The change represents a major culture change – this may be difficult to achieve.			
Business as usual needs to be maintained as change and development takes place			
Austerity across the partnership may lead to reduction in financial envelope for non-statutory work			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Workforce development to ensure training, knowledge and support to staff during change programme.			Medium
Improved management oversight, systematic evaluation of business delivery during change period			Low
Multi agency Transformation and Regional Partnership Boards to maintain engagement and focus on prevention agenda			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes – a range of departments including housing, education, youth service and CYPP will be impacted – reducing duplication and more effective joint working should lead to reduction in spend and increase in capacity and improved outcomes – however this is difficult to quantify at this stage.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This Transformation Programme is designed to both deliver better outcomes for children and young people and reduce duplication and waste in the system. The plan will ensure better join up with other agencies and council services to deliver more effectively for communities and to help build resilience for the future.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Strategic Review Needs assessment Regular performance monitoring of commissioned services and activity

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Transformation and Regional Partnership Board. Performance monitoring meetings and over sight.
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Fiona Fitzpatrick		20 <sup>th</sup> September 2016
Strategic Director:			
Portfolio Holder:	CLlr Graham Brown		26/01/2017

Page 001

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-54 Income Saving from PWC Review						
<b>Outline Summary</b>							
Income target built into DBS budget for 2017/18 in respect of processing of DBS applications for other local authorities and Umbrella organisations.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Mark Evans	Head of Business and Customer Services	January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	External DBS processing provides income to PCC DBS Unit to fund Ebulk System Officer post and help sustain Unit.	Good	As a greater number of local authorities/Umbrella organisations come on board with Powys DBS Unit current small profit should increase. Profit per check cannot be increased significantly if wish to remain competitive in market place.	Good	
Supporting people in the community	No impact	Neutral	No impact	Neutral	
Developing the economy	No impact	Neutral	No impact	Neutral	
Learning	No impact	Neutral	No impact	Neutral	

Page 385

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral	No impact	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral	No impact	Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	The DBS services contributes to the wellbeing of people and society.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral	No impact	Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The DBS services contributes to the wellbeing of people and society.	Good	No impact	Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral	No impact	Neutral	

Page 386

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral	No impact	Neutral	
Opportunities to promote the Welsh language	No impact	Neutral	No impact	Neutral	
Welsh Language impact on staff	No impact	Neutral	No impact	Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral	No impact	Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral	No impact	Neutral	
Disability	No impact	Neutral	No impact	Neutral	
Gender reassignment	No impact	Neutral	No impact	Neutral	
Marriage or civil partnership	No impact	Neutral	No impact	Neutral	
Race	No impact	Neutral	No impact	Neutral	
Religion or belief	No impact	Neutral	No impact	Neutral	
Sex	No impact	Neutral	No impact	Neutral	
Sexual Orientation	No impact	Neutral	No impact	Neutral	
Pregnancy and Maternity	No impact	Neutral	No impact	Neutral	

Page 387

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral	No impact	Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	DBS Unit works with statutory, voluntary and independent sector to enhance safeguarding agenda of adults and children at risk through processing of DBS applications.	Good		Good	DBS activity records

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral	No impact	Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	No impact	Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral	No impact	Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	No impact	Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	DBS Unit supports safeguarding agenda through processing of DBS applications.	Good		Good	DBS activity records
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral	No impact	Neutral	
<b>Impact on PCC Workforce</b>	DBS helps employers to make safer recruitment decisions. Income generated from external DBS checks helps sustain DBS Unit.	Good		Good	

5. Achievability of Policy / Change Objective / Budget Saving?

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
If DBS eligibility criteria is relaxed, the number of checks processed may decrease, resulting in fewer opportunities to process and less income from other local authorities/Umbrella organisations.			
There will be a time when DBS Unit will be unable to process additional DBS checks within current establishment			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	
Mitigating Actions			Residual Risk (after mitigation)
Income will need to be utilised to fund additional post(s) to continue to deliver service.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 389

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Income target built into DBS budget for 2017/18 in respect of processing of DBS applications for other local authorities and Umbrella organisations.	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Analysis of DBS activity records and forecasting.

**Please state when this Impact Assessment will be reviewed.**

Annually

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies		January, 2017
Head of Service:	Mark Evans		January, 2017
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017

Page 39

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Medium Risk IAs reducing to Low Risk after Mitigation

- 1718-01 Wyeside Caravan Park
- 1718-03 Property Services JVC
- 1718-06 Grants Review
- 1718-11 Trade Waste
- 1718-17 Logistics Review
- 1718-18 Waste Service reduction
- 1718-28 Removal of funding for breakfast clubs
- 1718-34 Implement a change to appoint and payment of school, supply and agency staff
- 1718-47 Restructure legal team
- 1718-50 Communications
- 1718-51 Graphics Design
- 1718-52 Resources New Model
- 1718-53 Resources New Model
- 1718-55 Purchase to Pay
- 1718-58 Vacancy Management
- 1718-59 Resources New Model

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Regeneration, Property & Commissioning	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Tony Thomas Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-01 To reverse a trading deficit through the externalisation of the operation of Wyaside Camping and Caravan Site, Rhayader					
<b>Outline Summary</b>							
Wyaside Camping and Caravan site has operated with an annual trading loss since May 2012, and in the current economic climate, such losses are not sustainable for the County Council. The operation of such a site is also not a core business activity for a local authority. The property has been leased to the Camping and Caravanning Club since 1 June 2016 for a term of 50 years at an initial rent of £17,000 per annum.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Micah	Commercial Property Manager	21 December 2016

Page 392

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	As the Council has already ceased to deliver this service, there is already a cost saving from this proposal	Good	The new lease makes the new operators of the site liable for all costs, whilst delivering an annual revenue income stream to the Council. The lease also includes rent review provisions.	Very Good	Lease heads of terms
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	The site will continue to operate under the new operators, thereby continuing to provide employment to existing staff (who have transferred under TUPE). Its continued operation – including planned investment funded by the new operator – will ensure that the site remains an attractive destination for tourists to this area, and therefore will continue to provide opportunities for the local economy to grow and meet the needs of visitors.	Good	As indicated, the new operators intend to invest a six figure sum into the site to enhance the business on the site, thereby generating higher returns and higher visitor demand for the local economy.	Good	
Learning	No impact	Neutral		Neutral	

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	There will be opportunities for job growth under the new operator, whilst the improved facilities at the site should generate higher usage and greater trade for local support businesses such as cafes, restaurants, cycle hire and general shops.	Good	Site investment by the new operator	Good	Heads of Terms, agreed Lease and schedule of tenant investment to the site

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 394

<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	The continued operation of an enhanced camping and caravan park at this site give people opportunities – walking, cycling, etc – to explore the natural environment of mid-Wales thereby stimulating and growing physical and mental well-being.	Good	Site investment by the new operator	Good	Heads of Terms, agreed Lease and schedule of tenant investment to the site
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	The camping site does not have retail facilities on site, and the improved business projections should positively impact upon the local community and existing businesses in the town and surrounding area.	Good	To be determined by new operator	Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<i>Opportunities for persons to use the Welsh language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact, as Service provision is unchanged	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact, as Service provision is unchanged	Neutral		Neutral	
Disability	No impact, as Service provision is unchanged	Neutral		Neutral	
Gender reassignment	No impact, as Service provision is unchanged	Neutral		Neutral	
Marriage or civil partnership	No impact, as Service provision is unchanged	Neutral		Neutral	
Race	No impact, as Service provision is unchanged	Neutral		Neutral	
Religion or belief	No impact, as Service provision is unchanged	Neutral		Neutral	
Sex	No impact, as Service provision is unchanged	Neutral		Neutral	
Sexual Orientation	No impact, as Service provision is unchanged	Neutral		Neutral	
Pregnancy and Maternity	No impact, as Service provision is unchanged	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Page 395

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	By leasing the property to an external operator, the Council has protected the provision of camping and caravanning on the site for the next 50 years.	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No immediate impact, as existing staffing transferred to the new operator under TUPE	Unknown		Neutral	

Page 396

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
PCC transferred staff may still be at risk of redundancy under ETO regulations			
Leaseholder failing to comply with terms of lease, or falling into administration			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Mitigating Actions	Residual Risk (after mitigation)
The property will revert to the County Council should the leaseholder fail to comply with their obligations.	Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>	
No	

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal represents a low risk to the Council whilst preserving the Wyeside Camping and Caravan site for the use of tourists for the next 50 years, and includes full repairing obligations to be met by the Tenant. This also provides a positive revenue income stream to the Council from the site, thereby reversing the trend of the last 4 years.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
No

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Landlord retains monitoring responsibilities during the lease to ensure the site is being properly managed and maintained.
Please state when this Impact Assessment will be reviewed.
By 31 March 2018

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Natasha Morgan		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Tony Thomas		27/01/2017
	Cllr Rosemarie Harris		24/01/2017

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Regeneration, Property and Commissioning	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Rosemarie Harris Cllr Graham Brown Cllr John Brunt Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		1718-03 Property Services Joint Venture Company					
<b>Outline Summary</b>							
Property Services Joint Venture Company: Set up jointly owned company to deliver a range of property services. Improve service delivery. Increase income generation by trading more widely than the Council. Transfer Asset Management Team towards the end of 2016/17. (Income generation)							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
JVC-2	Lyn Hall	Joint Venture Project Manager	01/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 399

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The JVC is expected to deliver more efficient services at no greater cost than at present.	Good	The JVC will be encouraged and assisted where possible to expand business and trade with other clients, thus generating a profit which will be shared with PCC	Good	Interest from the market in response to soft market test. Tenders and bid documentation with prices
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The JVC will be expected to develop the local supply chain and will subcontract to local SMEs where possible	Good	PCC will monitor performance of the JVC against its commitment to do this, which will be a contractual obligation.	Good	Services contract with JVC KPIs set for JVC
Learning	The JVC will be expected to develop and upskill the local workforce by providing or facilitating training opportunities.	Good	PCC will monitor performance of the JVC against its commitment to do this, which will be a contractual obligation.	Good	Services contract with JVC KPIs set for JVC

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The contractual arrangements with the JVC will ensure that it operates in a way that uses resources efficiently, and provides learning and employment opportunities to develop the workforce	Good	Requirement for continual improvement on all aspects of the JVC operation which will be monitored by PCC.	Good	Bid submission with commitments KPIs set for JVC
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The contractual arrangements with the JVC will ensure that it operates in a way that respects the environment	Neutral	Monitoring by PCC	Neutral	Tender documents
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	The contractual arrangements with the JVC will ensure that it achieves some community benefits as part of its operation	Good	Monitoring against commitment	Good	Tender documents
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 400



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	The contractual arrangements with the JVC will ensure that customers have the opportunity to conduct their interaction with the company in Welsh	Neutral	No further action needed	Neutral	Services contract with JVC
<i>Treating the Welsh language no less favourable than the English language</i>	The contractual arrangements with the JVC will ensure that all communication with the public and service users is produced in both Welsh and English	Neutral	No further action needed	Neutral	Services contract with JVC
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	No further action needed	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral	No further action needed	Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	No further action needed	Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral	No further action needed	Neutral	
<i>Disability</i>	No impact	Neutral	No further action needed	Neutral	
<i>Gender reassignment</i>	No impact	Neutral	No further action needed	Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral	No further action needed	Neutral	
<i>Race</i>	No impact	Neutral	No further action needed	Neutral	
<i>Religion or belief</i>	No impact	Neutral	No further action needed	Neutral	
<i>Sex</i>	No impact	Neutral	No further action needed	Neutral	
<i>Sexual Orientation</i>	No impact	Neutral	No further action needed	Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral	No further action needed	Neutral	

Page 401

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	The JVC is to be set up for an initial period of ten years with the option to extend for a further five. This will provide stability and enable longer term goals to be met	Good	Full involvement of PCC Board Members in shaping the strategy of the JVC	Good	Shareholders agreement on formation of JVC
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	The partner in the JVC will bring commercial acumen and improved systems which will enable services to be delivered to a higher standard than at present.	Good	The next stage will be for the JVC to work with other organisations who have expressed an interest in utilising the JVC services to grow a sustainable business in Powys.	Good	Responses from other organisations to our invitation to become involved.
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Contractual obligation for the JVC to engage with stakeholders to continually improve services, responding to suggestions and complaints in a positive manner	Good	Involvement of PCC Board members and structured liaison between PCC and the JVC at operational level will ensure appropriate engagement and involvement of stakeholders takes place.	Good	Services contract with JVC and KPI regime, which included stakeholder feedback.
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	The expertise and systems being contributed by the partner will help prevent standards deteriorating. Some areas require considerable investment in terms of ICT which is not available at present	Good	No further action proposed	Good	Tender submission
<b>Integration:</b> 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.	The JVC partner will provide back office functions currently carried out by PCC. This will impact on some PCC central support services.	Poor	Not known at this stage. PCC will need to examine resource requirements going forward.	Poor	None available at present

Page 402

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 403

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The commitment to develop and upskill the workforce will provide employment opportunities which may mitigate the impact of poverty to some extent.	Good	Monitoring against commitment	Good	Tender documents
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral	No further action needed	Neutral	N/A
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral	No further action needed	Neutral	N/A
<b>Impact on PCC Workforce</b>	Staff currently working on the services to be undertaken by the JVC will transfer under T.U.P.E. Although their terms and conditions of employment have protection, the change will be a concern to some individuals. The reduction in workload for central support services may impact on resource requirements in those areas.	Poor	Effective engagement and consultation with staff	Poor	Staff forum and staff meeting notes.

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
1. Relationship with the JVC breaks down and service standards decline, with increasing rather than decreasing costs.			
2. Delays in commencing services by the JVC will impact on our ability to deliver savings			
3. The JVC wishes to operate in a way that conflicts with PCC objectives			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
1. Robust contractual arrangements with break clause at five years			Low
2. Dedicated personnel working on project to avoid further delays			Low
3. Reserved matters in Shareholders Agreement preclude the JVC making certain decisions without express approval of PCC			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
There may be some impact on Corporate support services as outlined above			

Page 404

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Powys property services JVC presents opportunities for PCC to meet some of its objectives whilst responding to budgetary requirements and improving service standards.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Comprehensive tender documentation comprising the PCC offer to the market Detailed submissions from prospective partners Contractual documentation

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The contractual arrangements include a performance management/remediation regime and both formal and informal liaison is required between all parties and stakeholders.
Please state when this Impact Assessment will be reviewed.
September 2017

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Rosemarie Harris		24/01/2017
	Clr Graham Brown		26/01/2017
	Clr John Brunt		25/01/2017
	Clr John Powell		24/01/2017

**FORM ENDS**

Page 405

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Place Directorate	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Stephen Hayes Cllr Tony Thomas Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		1718-06 Grants Review					
<b>Outline Summary</b>							
Management Team previously requested that a strategic review be undertaken to identify where the Council is spending money via grant payments, to achieve greater value for money by ensuring that spend, and the way in which the Council contracts delivery of its services, is undertaken in line with the Commissioning Council approach. Alongside this, a savings target of £60k was assigned to the task. To achieve the saving, an overall reduction will be applied to each service area on a pro-rata basis, to be taken from each services' grant budget.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Caroline Evans	Business Continuity & Risk Management Officer	4 <sup>th</sup> January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the Council saving identified in the MTFS 2017-20. Each service area will identify where the saving will be removed from.	Good		Good	Report to Cabinet / Management Team
Supporting people in the community	Each saving identified by the respective service area will be assessed individually to identify the impact on this priority.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
Developing the economy	As above	Neutral	As above	Neutral	
Learning	As above	Neutral	As above	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Each saving identified by the respective service area will be assessed individually to identify the impact on this well-being goal.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Unknown	As above	Unknown	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	As above	Unknown	As above	Unknown	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	As above	Unknown	As above	Unknown	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	As above	Unknown	As above	Unknown	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 407

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	Each saving identified by the respective service area will be assessed individually to identify the impact on this legislative requirement.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Unknown	As above	Unknown	
<i>Opportunities to promote the Welsh language</i>	As above	Unknown	As above	Unknown	
<i>Welsh Language impact on staff</i>	As above	Unknown	As above	Unknown	
<i>People are encouraged to do sport, art and recreation.</i>	As above	Unknown	As above	Unknown	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Each saving identified by the respective service area will be assessed individually to identify the impact on each of the protected characteristics.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<i>Disability</i>	As above	Unknown	As above	Unknown	
<i>Gender reassignment</i>	As above	Unknown	As above	Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Unknown	
<i>Race</i>	As above	Unknown	As above	Unknown	
<i>Religion or belief</i>	As above	Unknown	As above	Unknown	
<i>Sex</i>	As above	Unknown	As above	Unknown	
<i>Sexual Orientation</i>	As above	Unknown	As above	Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown	As above	Unknown	

Page 408



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Each saving identified by the respective service area will be assessed individually to identify the impact on the sustainable development principles.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	As above	Unknown	As above	Unknown	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	As above	Unknown	As above	Unknown	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	As above	Unknown	As above	Unknown	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Unknown	As above	Unknown	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.					
	Each saving identified by the respective service area will be assessed individually to identify the impact on these corporate priorities.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
	As above	Unknown	As above	Unknown	

Page 409

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	As above	Unknown	As above	Unknown	
<b>Impact on PCC Workforce</b>	As above	Unknown	As above	Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Services fail to identify savings opportunities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Finance Business Partners to assist identification of savings			Low
Heads of Service to confirm savings proposals with Portfolio Holders			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
This proposal will impact upon all service areas across the Council.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Cabinet agreed the way forward for the saving which is to be apportioned across all service areas on a pro-rata basis. This is estimated to amount to around 2.4% to be removed from each services' grants budget. The impact of each saving identified will need to be assessed by each individual service.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Grants Project Board agendas and minutes.

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

This will be identified by each affected service area.

**Please state when this Impact Assessment will be reviewed.**

As above

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Caroline Evans		4 <sup>th</sup> January 2017
Head of Service:	n/a		
Strategic Director:			
Portfolio Holder:	Cllr Wynne Jones		25/01/2017
	Cllr Stephen Hayes		25/01/2017
	Cllr Tony Thomas		27/01/2017
	Cllr John Powell		24/01/2017

Page 411

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>	1718-11 Trade Waste – Implementation of Trade Waste Strategy						
<b>Outline Summary</b>							
Review of trade waste and recycling service to maximise efficiency of delivery. Implement effective pricing structure and ensure that processes are in place for effective delivery. Promote service and take enforcement action where traders not using legitimate routes for their waste and recycling.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015
2.0	Ashley Collins	Waste and Recycling Strategy Manager	08/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 412

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Ensuring full cost recovery of delivering service and achieving additional income through expanding and promoting the service	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Under UK legislation (EPA 1990) all businesses have to pay for the removal of their waste	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Providing a value for money service to traders which will create uniformity across the county.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Through diverting trade waste from residual to recycling	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Through diverting trade waste from residual to recycling	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All promotional materials in Welsh and English	Good		Good	

Page 413

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	All promotional materials in Welsh and English	Good		Good	
Opportunities to promote the Welsh language	All promotional materials in Welsh and English	Good		Good	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 414

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	An efficient cost effective service will be sustainable for the long term providing value for money to customers	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 415

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Providing an effective service will ensure jobs maintained locally	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of customers and revenue due to private sector cherry picking areas			
Insufficient capacity to provide service			
Traders using domestic service			
Political risk due to an inconsistent service across the county			
Fly tipping			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Effective publicity of trade waste service			Low
Enforcement of trade waste legislation			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
All internal customers including schools, offices, etc.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The trade service has the potential to provide an income to the Council as well as a quality service to our customers. Increasing recycling will contribute towards the Council's recycling rate and statutory targets.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The trade service is monitored for customers, costs, income, recycling rates, etc.
Please state when this Impact Assessment will be reviewed.
September 2017

### 10. Sign Off

Page 416



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr John Powell		24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport & Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-17 Logistics Review						
<b>Outline Summary</b>							
To analyse, plan and establish efficient routing of waste collection and gritting vehicles across Powys. Implementation of a Route Optimisation System is required to maximize efficiencies as Powys CC re-evaluates the residential residual and recycling waste collection and gritting rounds to provide current services with reduced funding. Service delivery will either remain the same or improve under the route optimisation. To give an example, the scope of the project for gritting is to model routes to deliver the exact same gritted areas of carriageway that we currently grit, but with fewer vehicles / staff.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Tony Price	Project Officer	28/10/2015
1.2	Tony Price	Project Officer	08/08/2016

Page 418

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Will optimise potential savings in the collection of our residential residual and recycling waste collections, and gritting.	Good	Detailed collection of data to support service delivery and waste and gritting systems. Key stakeholder involvement at all times. Further routes can be optimised including trade waste collections, grounds maintenance, jetting and gully cleansing to further financial and operational efficiencies.	Good	Business Case
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

<b>Well-being Goal</b>	<b>How does the policy / change objective contribute this goal?</b>	<b>Inherent Judgement</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>Residual Judgement</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions.	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 420

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Unknown	Unknown		Unknown	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with third party providers / suppliers to provide a solution	Good	Continued working with Software Providers (Webaspx) and Northgate to ensure project outcomes are met.	Good	Business Case
<b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. <b>Communication and Engagement</b>	Meetings held with appropriate sections within Waste Services and Highways to identify their needs and provide a solution to meet business processes	Good	Continued working with Key Stakeholders and Northgate to ensure project outcomes are met.	Good	Business Case
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Implementing a solution to keep the same level of service but at a reduced cost	Good	Working with Key Stakeholders to ensure optimised routes are deliverable and achieve current levels of service delivery while meeting project outcomes.	Good	Business Case
<b>Integration:</b> 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.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice

Page 421

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 422

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Reduction in Gritting Routes and Staff O/T. Changes to Waste Operations shift patterns to facilitate a 4 day working week. Reduction to the number of Waste Operations operating depots.	Good	Staff Engagement Meetings and Consultation process undertaken with HR and TU's involvement. Communications Plan produced.	Good	Project Documentation

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Poor availability of current, complete, and consistent data will impact upon project delivery, while this information is collated and structured			
Delays in project delivery will impact upon budget savings			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Detailed capture of incomplete, missing and out of date relevant information			Low
Discussions with software provider regarding processes to mitigate delays			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Service delivery will either remain the same or improve under this proposal as routes will be modelled to deliver the same level of gritting but using less resources.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The Chartered Institution of Waste Management report - <a href="#">Delivering Waste Efficiencies in the North East</a> Report, and <a href="#">APSE State of the Market Survey 2012</a> - Local Authority Refuse Services.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Project Governance
Please state when this Impact Assessment will be reviewed.
Six Monthly Review

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Tony Price		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>	1718-18 Waste Service Reduction – Review of existing contracts and Community Recycling Sites						
<b>Outline Summary</b>							
Review and renegotiation of existing waste and recycling contracts to maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS)							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	28/10/2015
2.0	Ashley Collins	Waste and Recycling Strategy Manager	08/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Contracts renegotiated to realise efficiencies and maximise income, as well as following the direction of WG.	Good		Good	Customer surveys
Supporting people in the community	Some reduction in service and removal of small income to community from adopt-a-site payments	Poor	Service users diverted to alternative methods of recycling	Poor	Customer surveys and site monitoring
Developing the economy	Some loss of income to local contractors	Poor	Contractors to operate more efficiently	Neutral	Contract monitoring
Learning	No impact	Neutral		Neutral	

Page 425

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Some loss of income to local contractors	Poor	Contractors to operate more efficiently	Neutral	Contract monitoring
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 426

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to encourage use of alternatives – kerbside recycling available to all residents.	Neutral	Customer Surveys
<i>Disability</i>	As above	Poor	As above	Neutral	Customer Surveys
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 427

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Maximising efficiencies of contracts in the short term to define the way forward for the longer term, whilst following the direction set by WG.	Good		Good	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Working with third party contractors to deliver savings	Good		Good	
<b>Involvement:</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>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.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.					
	No impact	Neutral		Neutral	

Page 428

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Reduction in work placements by third party contractors	Neutral	Liaise with Adult Services to provide alternative employment placements for people with learning disabilities.	Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Some reduction in tasks currently carried out internally	Poor	Operatives employed elsewhere in service	Neutral	

Page 429

5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Market volatility in recycle value			
Interdependencies between contracts affecting contractual relationship which influences the negotiation process			
Political risk			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Maintaining dialogue with contractors to achieve mutually beneficial outcomes			Low
Ensure that the public and members are aware of the alternative recycling options available			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Adult Services			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Review and renegotiation of existing waste and recycling contracts will maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS) will result in reduced servicing costs and payments to local groups – also reduce duplication of effort as recyclables are now collected at the kerbside across the county. A county wide kerbside recycling service ensures that all residents have an opportunity to recycle these materials.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Waste tonnages are constantly monitored to see where waste and recyclables are channelled. Contract spend is also reviewed on a monthly basis.
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLr John Powell		24/01/2017

Page 4/30

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-28 Removal of funding for breakfast clubs						
<b>Outline Summary</b>							
<p>The authority has reduced the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupils. The process followed was three-fold as follows:</p> <ul style="list-style-type: none"> <li>i. The reduction in the base staffing levels from 3 to 2 with effect 1<sup>st</sup> September 2016.</li> <li>ii. To support schools to introduce a £1 per day charge for the care element of the breakfast club provision, in respect of a child's attendance at the club for more than 30 minutes. This charge is currently proposed to be introduced with effect on 1<sup>st</sup> September 2016.</li> <li>iii. The removal of funding for those settings providing breakfasts to less than 15 learners per day with effect from 1<sup>st</sup> September 2016.</li> </ul> <p>The budget reduction has been achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016
V3	Gareth Jones	Senior Manager – Central Services	16 <sup>th</sup> December 2016

Page 431

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This policy has reduced the available budget and therefore councils net spend by around £500k	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>The policy whilst maintaining the provision of free breakfasts reduces the cost to the authority of running the clubs through a reduction in staffing levels and an introduction of a daily charge.</p> <ol style="list-style-type: none"> <li>1. The policy will impact hardest on those learners from deprived families who while still having the provision of a free breakfast, the proposed associated charge for the provision of additional care may place a pressure on the families' budget.</li> <li>2. The policy will not provide a service to all in the community as it is proposing a de minimis number of children taking breakfasts to qualify for the provision.</li> </ol>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
Developing the economy	<p>The policy will have a negative impact on developing the economy as it will result in the reduction of up to 70 5 hour per week posts by the removal of funding for 1 of the staff currently employed in each setting.</p> <p>The introduction of the £1 per day care related charge may also impact on a family's ability to maximise their gainful employment.</p>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Poor	As above

Page 432



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	<p>The Breakfast club provision was introduced a number of years ago with the expectation that the provision of breakfast clubs would have a positive impact on the education outcomes of learners on the basis that learners achieve better when they have eaten.</p> <p>Currently only 20% of primary learners across the authority are taking breakfasts (Jan 15 PLASC) and therefore the expectations are not fully being achieved.</p> <p>The policy of removing the funding from the smaller settings will potentially have a negative impact on the outcomes of the learners in those schools.</p> <p>The majority of pupils will still have access to a free breakfast, whilst making the efficiency. The alternative would be to make a further £500,000 direction reduction in the schools delegated budget which would have a direct impact on learning outcomes</p>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element” of care for FSM pupils if required.</p> <p>Schools that do not receive funding for Breakfast clubs can if they choose use their delegated budget to make the provisions</p>	Poor	As above

Page 433

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>As the number of part time jobs will be reduced this proposal will have a negative impact on this area.</p> <p>The removal of the provision from some schools may affect the employment opportunities for their parents/carers</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the Pupil Deprivation Grant (PDG) funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 &amp; 15, Fair Funding Formula papers</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>As the policy will reduce the number of children that will have access to free breakfasts, this will have a slight negative impact on the overall wellbeing of the population of Powys</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 &amp; 15, Fair Funding Formula papers</p>

Page 434

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 435

<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	The impact of the policy is likely to be on the smaller schools and the communities they serve, together with those schools where a high percentage of pupils are conveyed to school on home to school transport.	Poor	The authority could consider providing additional funding / different criteria to the smaller schools	Poor	As above
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The policy impacts equally on those learners in a English or Welsh Language provision	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	The service has not undertaken any analysis on the protected characteristics of the children accessing the free breakfasts.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sexual Orientation	As above	Unknown		Unknown	
Pregnancy and Maternity	As above	Unknown		Unknown	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Once the policy is enacted and embedded the clubs should be sustainable subject to the receipt of the parental contribution for the care element	Good	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	Good	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The policy supports the opportunity for the community to develop a collaborative delivery system	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No discussion has been undertaken to date with the schools and service users	Unknown	Undertake consultation with Schools within the consultation under the fair funding formula. Further discussions with individual parents and children will be required through parental evenings and discussions with school councils etc. this is required at an individual school level and be led by the school	Neutral	

Page 436

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The withdrawal of some provision and the introduction of a charge will have a negative impact on the preventing poverty agenda due to the introduction of a charge.	Poor	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The proposal will result in a reduction of jobs where breakfast clubs cease to run.	Poor	The proposal will be supported by the redundancy policy.	Neutral	

Page 437

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure of schools to recover expected Income and putting additional pressure on the schools budget			
Schools reviewing the provision and withdrawing the provision due to reduction in net budget			
Redundancy of staff			
Reputational damage to the authority			
Potential loss of pupil out of county and impact on RSG and funding			
Impact on poverty levels			
Impact on attainment levels of children			
In instances where schools do not make the charge it would therefore have an impact on the schools delegated budget			
Risk of challenge if delegated budgets are used in appropriately or outside of policy			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Full consultation with Head teachers and Governing bodies over the implementation and impact of the proposal was undertaken during the 15-16 school year			Low
The implementation of the proposal was delayed to the start of the 2016-17 school year to allow schools enough time to make the required staffing changes			Low
Consider actions to undertake proportionate analysis of the impact of the protected characteristic			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No – but will have an impact on individual schools budgets and the change management processes.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the change in funding for breakfast clubs required each school with a provision to undertake consultation with parents and children on the introduction of charges or withdrawal of the club. The authority is required to consider a schools application to run a free breakfast club but this request can be refused on grounds of insufficient numbers and viability. The overall risk has been placed as Medium due to a combination of financial, operational and reputational factors.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Schools Fair funding formula, individual schools budgets and staffing reports etc.
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Arwel Jones		26/01/2017





# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-34 Implement a change to appointment and payment of school, supply and agency staff						
<b>Outline Summary</b>							
A projected saving of £200,000 over two years has been estimated to be achieved following a review of the payment processes to casual and supply staff employed in schools. This will be achieved through either the transfer of all supply staff payments to a supply agency or through paying all supply staff on reduced points within the teacher's pay and conditions pay scales. Staff are currently paid in accordance to their qualification and career experience.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal meets this requirement fully	Very Good		Very Good	Project paperwork
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The change in payment terms and conditions will have an impact on the income levels of staff employed as supply teachers and other supply staff	Poor	The mitigation action is to review the current contractual arrangements for staff and consider which if any staff will transfer from casual contracts to fixed term or permanent contracts	Poor	Trent Payroll, Teachers pay and conditions document
Learning	The change in employment terms and conditions should only have a minor impact on learner outcomes, all key staff delivering the curriculum should be employed on a salaried contractual arrangements.	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	If the option chosen is to use an agency it will result in an out flow of monies from Powys	Poor	Maintain staff as Powys employees but paid on different terms and conditions to current, which will maintain the money in Powys	Poor	Teachers pay and conditions document  New directions charging policy
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 442

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	The proposal will impact on Welsh Language teachers equally with those delivering through the English Language	Neutral		Neutral	Teachers pay and conditions document
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Further work is required during the detailed project work around the impact on the protected characteristics if the authority chose to use the employment agency which are currently unknown.	Unknown	Review contractual agreement with appointed agency to confirm that they adhere to equality act.	Neutral	New Directions contract
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	
<i>Sex</i>	As above	Unknown	As above	Neutral	
<i>Sexual Orientation</i>	As above	Unknown	As above	Neutral	
<i>Pregnancy and Maternity</i>	As above	Unknown	As above	Neutral	

Page 443

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Strengthens the employment status of staff employed on a regular long term or fixed basis, while agreeing the payment terms for casual employed staff.	Good		Good	Trent System Teachers Pay and Conditions
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	NPS and relevant Unions	Good		Good	NPS contracts JCC papers
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Initial consultation with teacher unions and schools has been undertaken	Neutral	Formally consult with Staff and union representatives	Good	JCC Minutes Teachers Pay and conditions document
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 444

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	A reduction in the daily rate paid to supply teachers.	Poor		Poor	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Staff refusing to work under new terms and conditions and pupils not having a teacher to teach the class.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Ensuring full consultation is undertaken with the relevant unions and schools			Low
Ensuring the appointed agency meets the requirement of the equality act			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes – Possible reduction in employment services activity, commercial services to monitor the contract.			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposal to change the terms of condition of employment for supply teachers and other casual staff is dependent on consultation with relevant unions and schools governors. The impact on service delivery should be minimal whilst achieving the projected efficiency.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

NPS Contractual Documentation, Teachers pay and conditions documentation, JCC Minutes

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

School and other school services budgets  
 Contract management meetings

**Please state when this Impact Assessment will be reviewed.**

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Cllr Arwel Jones		26/01/2017

Page 446

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Legal Services	<b>Head of Service</b>	Clive Pinney	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-47 Restructure legal team to realise greater efficiencies and savings						
<b>Outline Summary</b>							
To achieve savings in the overall legal services budget by not recruiting to the vacant post of Child Care Solicitor. Workload will be distributed among existing solicitors currently in post, without affecting the level of service provided to our internal service areas.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Nigel Vaughan	Professional Lead-Legal	20th October 2015
2	Nigel Vaughan	Professional Lead-Legal	10 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	It is intended to deliver the same level of service with the remaining child / social care staff in post. By not filling the vacant post it will test the need to replace that solicitor in the current climate.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal impacts negatively on this goal due to the reduction of jobs within the service.	Poor	Efficient management of existing staff within the service.	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 448



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 449

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>The level of service provided will be maintained at the Council's current requirement. If however, other services that the Council provides are reduced to effect savings, which leads to an increase in workload for legal services, then the level of staff will be reviewed. However, over the short-medium term, the current level of staff should be maintained to cope with the additional work of implementing changes and reductions in service following policies such as Community Asset Transfer, etc. (Solicitors are required to implement transfers of properties and services, framing of agreements with local and community councils, etc., which in the short-medium term will increase work for the legal services)</p>	Good	Ongoing monitoring of currently workload.	Very Good	
<p><b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	No impact	Neutral		Neutral	
<p><b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	No impact	Neutral		Neutral	

Page 450

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The workload will increase for the remaining staff within the service.	Poor	This is being carefully monitored and bearing in mind that that post has been vacant over the last 6 months, the impact so far has been minimal.	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Increased workload for staff			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Monitoring of current workload – making better use of staff time and managing their caseload			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
None			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal saves money for the service area but does increase work pressure to existing staff. This pressure will be monitored on an ongoing basis.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Individuals workflow will be actively monitored against the amount of savings achieved
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Vaughan		10 <sup>th</sup> November 2016
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	CLlr Wynne Jones		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Communications	<b>Head of Service</b>	N/A	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-50 £100K budget saving from Communications						
<b>Outline Summary</b>							
<p>The vision for the Communications Team requires a greater emphasis on Digital Communications, Engagement (internal and external), working with data and insight and a campaign based approach. This prioritising of work could allow the service to be restructured and £100K to be saved from communications roles (across the council, not only within the communications team).</p> <p>Engagement and communications will be more targeted ensuring that essential and top priority communication and engagement is covered by the corporate team and services are supported to deliver lower priority comms and engagement work across the Council directly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications across the Council with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Anya Richards	Senior Communications Manager	14 August 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service is delivered for less. Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach.	Good	Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Supporting people in the community</b>	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	
<b>Developing the economy</b>	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

Page 455

Council Priority	How does the policy / change objective impact on this priority?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A greater emphasis on digital communication will reuse digital channels, printing less.	Good	Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service	Good	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 457

<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Communication can contribute to knowledge that can change people's attitudes and behaviours with regard to social, economic and ecological resilience. A greater emphasis on digital communication will reuse digital channels, printing less.</p>	<p>Good</p>	<p>Digital channels offer the opportunity to reach more people with information</p>	<p>Very Good</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Communication allows us to promote a range of health and wellbeing issues</p>	<p>Neutral</p>	<p>Work with services and partners to continue to promote health and wellbeing issues, use digital channels to reach wider audiences</p>	<p>Good</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Using digital channels to keep communities informed.</p>	<p>Neutral</p>	<p>As the use of digital channels increasingly becomes the norm and favoured among communities, digital communication has significant potential to keep communities well connected.</p>	<p>Good</p>	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>The Communications Team actively promotes the WL language.</p>	<p>Neutral</p>	<p>Focussing on digital channels would still allow us to continue to promote the WL positively.</p>	<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>The communications team supports the delivery of all the WL standards, whose key objective is to ensure the Welsh language is treated no less favourably than English.</p>	<p>Neutral</p>	<p>The communications team will continue to support the delivery of the WL standards.</p>	<p>Neutral</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities to promote the Welsh language</i>	The communications team actively promotes the Welsh language through direct promotion of the language e.g. at the National Eisteddfod, as well as leading in the use of WL in publications etc.	Neutral	The communications team will continue to work closely with the WL Officer and translation team ensuring the language is widely promoted.	Neutral	
<i>Welsh Language impact on staff</i>	Welsh language is promoted within the organisation and people are encouraged and able to speak in Welsh.	Neutral	Focussing on digital channels would still allow us to promote the WL positively and the comms team will play an active role in achieving a bilingual intranet by 2018.	Good	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 458

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>Potential reduction in quantity of targeted communication.</p>	<p>Poor</p>	<p>Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p><b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>Potential reduction in quantity of joint communication.</p>	<p>Poor</p>	<p>We will seek opportunities to collaborate within the council and with partners to meet our wellbeing objectives. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b><i>Involvement (including Communication and Engagement):</i></b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>Potential reduction in quantity of targeted communication and public engagement.</p>	<p>Poor</p>	<p>Engagement and communications will be more targeted ensuring that essential and top priority communication and engagement is covered by the corporate team and services are supported to deliver lower priority comms and engagement work directly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team                      Restructure Business Case</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 461

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>Potentially less capacity to identify issues early and prevent escalation and reputational damage.</p>	<p>Poor</p>	<p>By working closely with Portfolio Holders we hope to identify issues early to prevent escalation and reputational damage. Requires assistance from service areas to give early notification of high profile issues to allow sufficient time to communicate properly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p><b>Integration:</b> <i>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.</i></p>	<p>Potentially affects effectiveness of integrated working with partners as resources become more concentrated.</p>	<p>Poor</p>	<p>We have maintained dedicated communications support for integrated communications with Health recognising what a significant area of work this is for both organisations. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication. Integration will be a priority Comms Team campaign.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Potential reduction in quantity of targeted communication to staff	Poor	Employee Engagement will be a priority Comms Team Campaign and we will build on the success of our low cost/high impact employee engagement campaign that has been recognised with national awards from the CIPR. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.	Neutral	

Page 462

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Potential reduction in quantity of targeted communications output by the Communications Team with a negative effect on organisational reputation.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Services and CS will become responsible for service level communications campaigns and service or CS specific social media enquiries. For this level of work the Communications Team will provide advice and support (rather than be responsible for all aspects of the work) in the same way that HR Business Partners support services.			

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
N/A
Please state when this Impact Assessment will be reviewed.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anya Richards	Anya Richards	14 August 2016
Head of Service:	N/A		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017

**FORM ENDS**

Page 464



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Communications	<b>Head of Service</b>	N/A	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-51 £50K budget saving from Graphics						
<b>Outline Summary</b>							
The vision for the Communications Team requires a greater emphasis on Digital Communications, this includes the Graphic Design Service. The Graphic Design service must save £50K. A single multi-media officer will develop a more digital focus aligned to the Communications Team. The service will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Anya Richards	Senior Communications Manager	14 August 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The service will be delivered for less and meet its saving objective.	Good	Monitor the cost of external work.	Good	
Supporting people in the community	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
Developing the economy	As above	Poor	As above	Neutral	
Learning	As above	Poor	As above	Neutral	

Page 465

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>A greater emphasis on digital design will reuse digital channels, printing less. Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service.</p>	<p>Good</p>		<p>Good</p>	
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>A greater emphasis on digital design will reuse digital channels, printing less. Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service.</p>	<p>Good</p>		<p>Good</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Graphically designed documents allow us to promote a range of health and wellbeing issues. Digital channels offer the opportunity to reach more people with information.</p>	<p>Good</p>	<p>Work with services and partners to continue to promote health and wellbeing issues, use digital channels to reach wider audiences. Support and promote the use of free graphic/digi tools such as Canva by services.</p>	<p>Very Good</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>As the use of digital channels increasingly becomes the norm and favoured among communities, digital and multi-media communication has significant potential to keep communities well connected.</p>	<p>Good</p>		<p>Good</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	Potentially fewer publications in Welsh (or English) could affect opportunities for people to use the Welsh language.	Poor	Focussing on digital channels would still allow us to promote the WL positively.	Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Less control on how services produce documents could see some documents not produced in Welsh which could treat WL less favourably.	Poor	Promote widely proper protocols with regard to bilingual requirements for all documents.	Neutral	
<i>Opportunities to promote the Welsh language</i>	Materials may not be produced bilingually as a result of the reduction in service	Poor	Opportunity to remind staff of their obligations with regard to WL standards and production of documents bilingually.	Neutral	
<i>Welsh Language impact on staff</i>	If WL was not properly promoted through bilingual documentation it might reduce the opportunities for staff to operate using the WL.	Poor	As above	Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	

Page 467

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sexual Orientation	No impact	Neutral	Neutral
Pregnancy and Maternity	No impact	Neutral	Neutral

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	As above	Poor	As above	Neutral	
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	As above	Poor	As above	Neutral	

Page 468

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
<b>Integration:</b> <i>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.</i>	As above	Poor	As above	Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Good	

Page 470

5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.			
Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.			
<b>Judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
		X	
<b>Mitigating Actions</b>			<b>Residual Risk (after mitigation)</b>
A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.			Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>			
Services and CS will become responsible for service level communications campaigns and service or CS specific social media enquiries. For this level of work the Communications Team will provide advice and support (rather than be responsible for all aspects of the work) in the same way that HR Business Partners support services.			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
As the use of digital channels increasingly becomes the norm and favoured among communities, digital and multi-media communication has significant potential to keep communities well connected and reach the citizens of Powys.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
N/A

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Information will be sought from Commercial Services to ascertain overall level of council spend on graphic design following reduction of inhouse service.
<b>Please state when this Impact Assessment will be reviewed.</b>
1 year.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anya Richards	Anya Richards	14 August 2016
Head of Service:	N/A		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	CLr Wynne Jones		25/01/2017

Page 471

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-52 Resources New Model					
<b>Outline Summary</b>							
The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.							

- Version Control (services should consider the impact assessment early in the development process and continually evaluate)

<b>Version</b>	<b>Author</b>	<b>Job Title</b>	<b>Date</b>
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

How does your policy / change objective / budget saving impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the policy / change objective impact on this priority?</b>	<b>Inherent Judgement</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Page 473

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 474

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

Page 475

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> <i>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.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

Page 476

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

Page 477

### Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr Wynne Jones Cllr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

Page 478

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-53 Resources New Model					
<b>Outline Summary</b>							
The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

Page 480

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 481

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

Page 482

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> <i>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.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

Page 483

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr Wynne Jones Cllr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-55 Purchase to Pay						
<b>Outline Summary</b>							
Purchase to Pay £100k 17/18 To review all current purchase and payment systems and end-to-end processes that are used across the Council in order to make improvements and create a simple value for money efficient process in line with customer demand. Following the review undertaken by the Change and Improvement Team, work has commenced on the delivery of the recommendations of the review. The first phase concentrates on increasing the usage of purchase cards both internally by service areas and by external suppliers. This will result in large volumes of invoice rationalisation.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Lead – Business Support	23/10/2015
V2	Nicola Williams	Business Services Programme Delivery Manager	11/01/2017

Page 486

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Review current purchase and payment systems and processes in order to make improvements and efficiencies. First phase will include increased use of purchase cards both internally and by external suppliers which will result in large volumes of invoice rationalisation.	Good	Ensure end to end processes create a simple value for money efficient process in line with customer demand.	Good	Data analysis Customer Feedback BPR/review of end to end processes Project documentation Engagement with Suppliers
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	
<b>Developing the economy</b>	Suppliers will receive an improved payment timescale	Good	Improved reputation for Council and improved cash flow for Suppliers	Good	Customer Feedback Card Provider T & C's
<b>Learning</b>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Reduce payment times of invoices for suppliers through improved process and promotion of use of purchase cards.	Good		Good	Data analysis
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 487

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 488



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This is a key transformational project that spans across the whole Authority in order to make improvements and create a simple value for money efficient process in line with customer demand.	Good	Raise awareness of project and seek engagement from all stakeholders	Good	Project Documentation / Project Governance
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Work with suppliers and service areas (including schools) to raise awareness of benefits of increased use of Purchase Cards and invoice rationalisation.	Good	Further roll-out/compliance with options implemented to date and implementation of further options including investment in electronic billing and cataloguing system and introduction of Customer Relationship Manager.	Good	Data / Market analysis Project documentation
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Work with internal and external stakeholders to increase awareness and ensure compliance.	Good		Good	Data analysis Customer Service Feedback Supplier Engagement
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Ensure simple value for money efficient process in line with customer demand in order to secure Powys position prior to any integration discussions.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 489

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 190

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Inadequate engagement of Service Areas/customers/suppliers resulting in failure to deliver efficient and effective purchase to pay process and achieve savings			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Full-engagement and compliance of Service Areas/Customers/Suppliers			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
All service areas, customers and suppliers			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
To review all current purchase and payment systems and end-to-end processes that are used across the Council and fully implement options to make improvements and create a simple value for money efficient process in line with customer demand. The first phase will focus on the increased use of Purchase Cards by internal service areas and suppliers that will result in significant invoice rationalisation.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
N/A

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Purchase to Pay Project Team /Business Services Programme Delivery Team/Business Services Transformation Programme Board, data analysis
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nicola Williams		11/01/17
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	CLr Wynne Jones		25/01/2017

Page 491

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones & Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-58 Vacancy Management					
<b>Outline Summary</b>							
<p>Service Area Vacancy Management</p> <p>To continue with the established process of reviewing all vacancies within Business Services. The process reviews the role including dependencies and impact with a business case supporting a rationale on the desired outcome from the function lead on whether to recruit, re-deploy or not replace.</p> <p>The decision is subsequently referred to the H.O.S for decision.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V 1.0	Mark Evans	Head of Business Services & Customer Services	January 2017

Page 492

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Review current needs and levels of staffing through continued robust vacancy management that delivers services for less	Good	Through effective vacancy management savings can be achieved with the impact on staff kept to a minimum e.g. the potential avoidance of compulsory redundancies.	Good	Individual review of specific role, area or function accompanied by a Business Case.
<b>Supporting people in the community</b>	No Impact	Neutral		Neutral	
<b>Developing the economy</b>	No Impact	Neutral		Neutral	
<b>Learning</b>	No Impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No Impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No Impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No Impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No Impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No Impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 493

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 494

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No Impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No Impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 495

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No Impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No Impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No Impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No Impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The ability to retain staff and potentially avoid some compulsory redundancies by utilising the opportunity a vacancy may provide.	Good	Staff will have the potential to develop their skill and knowledge base by assuming a more holistic, diverse or different role, aiding career development.	Good	Individual Business Case per vacancy

5. Achievability of Policy / Change Objective / Budget Saving?

PCC: Impact Assessment Toolkit (Feb 2016)

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to reduce budget through V.M based on capacity and statutory and legislative compliance.			
Lack of Vacancies becoming available			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Holistic view of specific function or area, process improvement, re-deployment.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 496

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The continued monitoring and thoroughness of the Vacancy Management process within Business Services will ensure we have the optimum chance of deliver this specific saving for 2017/178 financial year and beyond whilst reducing the reliance on some compulsory redundancies.	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

The impact of operating vacancy management over a period of time indicates that it can release savings without having a detrimental impact particularly on staff and service provision.

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Vacancies are monitored on an on-going basis as they arise.

**Please state when this Impact Assessment will be reviewed.**

Vacancies are monitored on an on-going basis as they arise.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	BSMT Members		
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017
	Cllr Rosemarie Harris		24/01/2017

Page 4 of 7

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-59 Resources New Model					
<b>Outline Summary</b>							
<p>The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

<b>Version</b>	<b>Author</b>	<b>Job Title</b>	<b>Date</b>
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

How does your policy / change objective / budget saving impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the policy / change objective impact on this priority?</b>	<b>Inherent Judgement</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 500

<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

Page 501

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> <i>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.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

Page 502

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

Page 503

### Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr Wynne Jones Cllr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

Page 504



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Low Risk Impact Assessments

- 1718-02 Additional Income from Planning Fees
- 1718-09a Highways – Jet Patcher
- 1718-09b Highways – Reduced Vehicle & Plant
- 1718-10a Street Lighting
- 1718-10b Street Lighting
- 1718-10c Street Lighting
- 1718-14 Increased Design team fee recovery
- 1718-15 Highway Service reductions
- 1718-20 Leisure Contract
- 1718-21 Countryside & Outdoor Recreation
- 1718-22 Concurrent Functions Grants
- 1718-23 Catering
- 1718-25 Arts
- 1718-26 Reduce funding support for Theatre provision
- 1718-27 Museums
- 1718-30 Small school closures
- 1718-31 Restructuring of school service
- 1718-33 Establish an internal supply insurance pool
- 1718-48 Reduce photocopying budget
- 1718-49 Reduce travel expenses
- 1718-56 Third Party Spend
- 1718-57 General supplies and services
- 1718-61 Removal of Pensioner Grant
- 1718-62 Budget Reductions across Central Areas

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	RPC	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Tony Thomas
<b>Policy / Change Objective / Budget Saving</b>		1718-02 Additional income from Planning Fees					
<b>Outline Summary</b>							
To achieve additional income of £100k through Planning Application Fees. 2016/17 has seen a spike in planning applications due to various legislative changes which has encouraged planning applications prior to implementation of legislation. Current market conditions remain favourable and adoption of the Local Development Plan will further enhance this Anticipated income for 2016/17 of £778k approximately. In 2017/18 we are expecting this to increase to £878k.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 <sup>nd</sup> December 2016

How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 506

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Delivering a greater level of work with the same level of resources will improve efficiency and generate additional income to meet budget requirements.	Good		Good	3 year Business Plan for Development Management (2017/18-2019/20)
Supporting people in the community	Adaptations of homes enable people to remain within their existing family home for longer and could encourage a live-in care situation. Home improvements improves energy efficiency and therefore the living conditions of the occupants' home. Affordable housing where large developments come forward have designated levels of affordable housing have to be provided, which enables start-up ownership or social housing.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in commercial buildings. Improving retail within the area, thus keeping people spending money in the area.	Good		Good	
Learning	No impact	Neutral		Neutral	

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Page 507

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Due to the interest in wind farms in Powys, there is an industry to be capitalised on. All of these create employment opportunities for inhabitants in Powys. Solar, hydro and bio-mass energy also. Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in new factories. Improving retail within the area, thus keeping people spending money in the area. Improved connectivity will enable home working and environmental advantages	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 508

<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	Biodiversity is covered by the planning policies and would form a consideration for applications.	Unknown		Unknown	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	Housing developments taking into consideration health elements such as cycle routes and walking routes. Green spaces general areas.	Good		Good	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Planning applications are always subject to public consultation and therefore people have the opportunity to comment on proposals within their communities.	Neutral		Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	Current policy allows for people to submit planning applications through the medium of Welsh. This will remain the same.	Neutral		Neutral	LDP
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	The planning committee is obliged to consider Welsh language implications, particularly in recognised Welsh speaking areas of Powys. There is a planning policy which covers the Welsh language issues in regard to Planning and Development Management (see LDP).	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities to promote the Welsh language</i>	The planning committee is obliged to consider Welsh language implications, particularly in recognised Welsh speaking areas of Powys. There is a planning policy which covers the Welsh language issues in regard to Planning and Development Management (see LDP).	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 509

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Planning applications are always subject to public consultation and therefore people have the opportunity to comment on proposals within their communities.	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in commercial premises. Improving retail within the area, thus keeping people spending money in the area.	Good		Good	

Page 510

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Whilst there is an anticipated workload for officers, it is anticipated that current staffing levels has the capacity to deliver increased workloads.	Neutral		Neutral	

Page 54

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to achieve the projected level of income due to economic changes of circumstance			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Monitor budget across Regulatory Services (quarterly reviews with Portfolio Holder). Any budgetary concerns are identified at an early stage to counterbalance the budget across the service.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Highways, Ecology Services, Environmental Health, Building Control, Land Drainage			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
Current market conditions are indicating a positive trend in development and the authority has the capacity at the moment to support this trend going forward, without an impact on current service provision.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
Economic Development Strategy Older Persons Strategy RPC SIP

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Quarterly monitoring (as above)
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Tony Thomas		27/01/2017

Page 5 of 12

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-09a Highways (Jet-Patcher)						
<b>Outline Summary</b>							
Highway Reductions – the introduction of ‘Jet-Patching’ process for road repairs to deal with increasing reactive repairs due to reduced planned maintenance and investment in highway network. This will provide a cost effective manner, producing budget savings through reduced material, plant & labour costs.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

2. How does your policy / change objective / budget saving impact on the council’s strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Jet-Patching as opposed to the current repair process will cost significantly less through reduced labour, plant and material costs.	Good		Good	Business Case, Trials, Learning from other users
Supporting people in the community	Neutral	Neutral		Neutral	
Developing the economy	Neutral	Neutral		Neutral	
Learning	Neutral	Neutral		Neutral	

Page 513

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	This innovative process is much less labour intensive than traditional methods, and therefore reduces the resource requirement.	Poor	Workforce planning	Neutral	Knowledge of innovative process - Less material use, waste and pollution than traditional methods.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The proposal will decrease the requirement for less natural resources and will also reduce waste	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The proposal will decrease the requirement for less natural resources and will also reduce waste	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 514

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 515

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Proposed changes provide some short and medium term benefits in maintaining highway network free of safety issues. Long term the enabled measures will abate some of the accelerated deterioration of the network currently being experienced and un-addressed.	Good		Good	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Involvement:</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The proposal will help to maintain a level of service that otherwise wouldn't be possible with the current level of budget cuts. By maintaining the level of service the Council will avoid costly claims against authority	Good		Good	
<b>Integration:</b> <i>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.</i>	No impact	Neutral		Neutral	

Page 516

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 517

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Less labour (jobs) will be required with the introduction of proposed new process.	Poor	Impact reduced by workforce planning and natural wastage	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Operating machines proves more costly than predicted resulting in reduced service output.			
Delivery times of equipment may not meet with deadline, resulting in not achieving full year saving			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Not making the proposed changes will result in greater risk of reduced services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
The overall impact of purchasing and adopting 'Jet-Patcher' process is positive with opportunity to maintain a level of service output whilst reducing costs considerably. There is less staff required due to the efficiency of the process, but the negative impact of this is off-set through workforce planning.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Output and costs of the new process will be monitored from technical data and financial records
<b>Please state when this Impact Assessment will be reviewed.</b>
Annually

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr John Brunt		25/01/2017

Page 518

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-09b Highways (Reduced Vehicle & Plant)						
<b>Outline Summary</b>							
Highway Reductions – Reduced Vehicle and Plant. Undertake a fundamental review of council vehicles, plant and equipment for highways maintenance operations, and reduce to provide a consistent core of essential equipment across operating basis over the county in line with reducing budgets and service changes.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal will reduce operating costs for the Council to meet the budget requirements.	Good		Good	Financial data on vehicle & plant costs
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

Page 519

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less vehicles equate to less pollution and co2 emissions. Reducing budget expended on vehicles & plant preserves jobs.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 520



# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 524

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Reducing the essential core of equipment preserves more budget to spend on services and maintain employment.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 522

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p><b>Communication and Engagement</b></p>	No impact	Neutral		Neutral	
<p><b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	Avoid costly claims against authority	Good		Choose an item.	
<p><b>Integration:</b> 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.</p>	No impact	Neutral		Neutral	
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	No impact	Neutral		Neutral	
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	No impact	Neutral		Neutral	
<p><b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.</p>	No impact	Neutral		Neutral	
<p><b>Impact on Workforce</b></p>	Spending less on equipment preserves more of limited budget for employing staff and delivery appropriate services for less.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reduced vehicles means a reduced resilience in the service area to meet peaks in demand (eg flooding, snow & storms)			
The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding)			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Vehicle and plant hire arrangements			Low
More modern equipment			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Potentially. As with general public, impact of highway network availability during adverse weather etc.			
Hire arrangement and a network of subcontractors			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing highways operations vehicles and equipment to a core of essentials will produce large budget savings and help maintain delivery of services. The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding). This risk is mitigated to an extent by hire arrangement and a network of subcontractors etc.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Future vehicle and plant requirements will be reviewed as further service changes are made.
Please state when this Impact Assessment will be reviewed.
Annually

10. Sign Off

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport & Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-10a Street Lighting						
<b>Outline Summary</b>							
Introduce LEDs county wide to replace existing street lamps. Initial capital investment has been approved to purchase LED lamps, which will in the longer term reduce energy consumption and maintenance. The lamps will be replaced by our contractors on the county network.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Energy consumption and maintenance costs will be reduced.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

Page 525

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The introduction of LED lamps will reduce energy consumption	Good		Good	Project documentation – Business Case
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The introduction of LED lamps will reduce energy consumption	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The introduction of LED lamps will reduce energy consumption	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 526

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 527

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The introduction of LED lamps will reduce the Council's running costs and will safeguard service delivery to ensure that the same level of street lighting can be maintained. This will negate the requirement to turn off existing street lamps.	Good		Good	
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	The LED lamps have a longer life expectancy, and the introduction of these will reduce maintenance requirements.	Good		Good	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 528



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 529

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Life expectancy of lamps not achieved			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Ensure purchased lamps have appropriate guarantee			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The introduction of LED lamps will have a positive impact for the Council as energy consumption will decrease, as well as maintenance costs. This will be achieved without any impact to or reduction of service levels.	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Energy bills and street lamp failures.

**Please state when this Impact Assessment will be reviewed.**

Six monthly following installation.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

Page 530

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-10b Street Lighting – staff reduction						
<b>Outline Summary</b>							
Staff reduction through the removal of a vacant post within the service area. In recognition of the reduced maintenance requirements, this post will be removed as a result of the installation of LED lamps throughout the authority.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service level will remain the service but with reduced staff costs	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

Page 53

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal will reduce the requirement for skilled staff.	Poor		Poor	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 532

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 533

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The life expectancy of the equipment will increase which will safeguard service delivery in the longer term, and reduces the requirement for operatives to maintain the lamps.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.					
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 534

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The post is currently vacant, so there will be no further impact on existing staff.	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Very limited staff resource could result in overburdening employees, which could impact on the ability maintain income levels from external customers			
Reliance on good attendance levels being maintained			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Deal with any occurrences via the sickness policy			Low
Monitor income achievement and react by taking on extra employees or use of contractors if required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Not recruiting to the vacant post will have no impact on current service delivery. Ongoing monitoring of workload and income levels will allow us to react accordingly and safeguard service delivery if required.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Income levels, staffing levels, sickness levels

**Please state when this Impact Assessment will be reviewed.**

Quarterly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

Page 53

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-10c Street Lighting – Income generation						
<b>Outline Summary</b>							
Increase income levels by providing maintenance of street lighting within neighbouring counties for NMWTRA. Provide maintenance to Ceredigion and Wrexham where the Council isn't currently providing this service.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Generating income for the Council means we can safeguard services staff. This would not be possible without the extra income.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The proposal will maintain employment within the Council.	Good		Good	
Learning	No impact	Neutral		Neutral	

Page 537

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal will enable the Council to maintain the current skilled workforce within the service.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 538

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 539

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Generating additional income will safeguard the service and the staff within by reducing the requirement to decrease the level of service delivered.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with NMWTRA to provide a required service.	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Greater demand on the workforce which could result in longer working hours.	Poor	Opportunity for increase in overtime payments for employees	Good	

Page 540

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Very limited staff resource could result in overburdening employees, which could impact on the ability to maintain income levels from external customers			
Reliance on good attendance levels being maintained			
Unable to fulfil our requirement to NMWTRA			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Deal with any occurrences via the sickness policy			Low
Monitor income achievement and react by taking on extra employees or use of contractors if required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
We have a good working relationship with NMWTRA, and taking advantage of additional income generation opportunities will safeguard the current level of service and maintain jobs.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Service Provider Agreement

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Income levels, staffing levels, sickness levels
Please state when this Impact Assessment will be reviewed.
Quarterly

Page 541

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 <sup>th</sup> November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

**FORM ENDS**

Page 542

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport & Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-14 Increased Design team fee recovery						
<b>Outline Summary</b>							
<p>17/18 Raise Design Team income target by £25,000 from £390,914 to £415,914.</p> <p>Current turnover for the Engineering Design team is already forecast at a challenging £2.15M; approx. 50% of this income is from external sources, the rest is dependent upon internal or capital funds. This equates to an already demanding target of 18% 'profit'. The additional increase in target would increase the required 'profit' to 19.5% (assuming turnover remains at £2.15M).</p> <p>The proposal would look to increase margins through introducing more efficient ways of working and reducing overhead costs further (improve procurement of additional support).</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Shaun James	Senior Manager Highways Technical	15/08/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 543

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Manage peaks in workload	Neutral	<ul style="list-style-type: none"> <li>Improve resource management</li> <li>Continue to utilise partners and collaborations CWIC &amp; WPAC</li> <li>Utilising Agency staff rather than 'embedded' framework consultant.</li> <li>Offering overtime to Staff.</li> </ul>	Neutral	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 544



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Engineering Design provides support to Infrastructure Revenue and Capital schemes (internal & external). It is a universal service.	Neutral		Neutral	
<i>Disability</i>	As above	Neutral		Neutral	
<i>Gender reassignment</i>	As above	Neutral		Neutral	
<i>Marriage or civil partnership</i>	As above	Neutral		Neutral	
<i>Race</i>	As above	Neutral		Neutral	
<i>Religion or belief</i>	As above	Neutral		Neutral	
<i>Sex</i>	As above	Neutral		Neutral	
<i>Sexual Orientation</i>	As above	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	As above	Neutral		Neutral	

Page 545

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	In-house resource supplemented by support from others. Considered sufficient for short-term, however difficult to predict long term budget / capital investment	Unknown	Improve resource management. Continue to utilise partners and collaborations CWIC & WPAC. Utilising Agency staff rather than 'embedded' framework consultant. Offering overtime to Staff.	Unknown	
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 546

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 547

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Low	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Not achieving the required level of income. From reduced internal and external funding or alteration of payment mechanisms / benchmarking.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Continue to monitor through financial forecasting			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Considered achievable, however reliant upon continued revenue and capital investment both internally and externally in order to sustain overall income levels.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

N/A

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Maintain existing monitoring arrangements

**Please state when this Impact Assessment will be reviewed.**

Income levels will be monitored quarterly.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Shaun James		15/08/2016
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017

Page 548

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	HTR	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-15 Highway Service reductions						
<b>Outline Summary</b>							
Highway Reductions – Reduced Vehicle and Plant. Undertake a fundamental review of council vehicles, plant and equipment for highways maintenance operations, and reduce to provide a consistent core of essential equipment across operating basis over the county in line with reducing budgets and service changes.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal will reduce operating costs for the Council to meet the budget requirements.	Good		Good	Financial data on vehicle & plant costs
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

Page 549

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less vehicles equate to less pollution and co2 emissions. Reducing budget expended on vehicles & plant preserves jobs.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 550

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 554

How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Reducing the essential core of equipment preserves more budget to spend on services and maintain employment.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 552

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p><b>Communication and Engagement</b></p>	No impact	Neutral		Neutral	
<p><b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	Avoid costly claims against authority	Good		Choose an item.	
<p><b>Integration:</b> 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.</p>	No impact	Neutral		Neutral	
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	No impact	Neutral		Neutral	
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	No impact	Neutral		Neutral	
<p><b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.</p>	No impact	Neutral		Neutral	
<p><b>Impact on Workforce</b></p>	Spending less on equipment preserves more of limited budget for employing staff and delivery appropriate services for less.	Good		Good	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Reduced vehicles means a reduced resilience in the service area to meet peaks in demand (eg flooding, snow & storms)			
The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding)			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Vehicle and plant hire arrangements			Low
More modern equipment			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Potentially. As with general public, impact of highway network availability during adverse weather etc.			
Hire arrangement and a network of subcontractors			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing highways operations vehicles and equipment to a core of essentials will produce large budget savings and help maintain delivery of services. The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding). This risk is mitigated to an extent by hire arrangement and a network of subcontractors etc.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Future vehicle and plant requirements will be reviewed as further service changes are made.
Please state when this Impact Assessment will be reviewed.
Annually

### 10. Sign Off

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Leisure & Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-20 Leisure Contract						
<b>Outline Summary</b>							
The leisure contract was awarded to Freedom Leisure in April 2015, and service delivery was transferred in July 2015. As part of the tender process, year on year reductions in contract fees were identified. £350k savings are identified for 2017/18.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Stuart Mackintosh Jenny Ashton Nina Davies	Head of Leisure and Recreation Service Strategy & Development Manager Countryside Access Officer	18 <sup>th</sup> January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 555

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This will safeguard other services within the Council as it allows us to secure service provision at a reduced cost.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Due to the reduced fee year on year provided to Freedom Leisure, the contract requires them to increase income through membership and participation.	Good		Good	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Increasing fees and charges may result in a potential decline in some associations or groups booking facilities at the Leisure Centres.	Unknown		Unknown	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 556

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Due to the reduced fee year on year provided to Freedom Leisure, the contract requires them to increase income through membership and participation.	Good		Good	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 557

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The reducing contract cost will contribute towards safeguarding other services within the Council as it allows us to secure service provision at a reduced cost. The contract provides a facility for investment which enables direct contributions to maintenance costs to be re-invested into our buildings.	Good		Good	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with Freedom Leisure to provide a sustainable solution for continued delivery of services.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 558

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 559

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Potential reduction in service delivery due to reducing external grants			
Freedom not being able to fulfil the requirements and deliver the contract			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Contract management process			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
n/a			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The tender process was carried out in a formal compliant way under EU legislation. The method statements provided as part of the procurement process outline how Freedom Leisure will manage the contract and deliver the service for the centres transferred as part of the process. This met with the Council's requirements as part of the continued delivery of services. Ongoing contract management will ensure that Freedom Leisure fulfil their obligations as specified within the contract entered into. As a result of this service provision will remain for the end user.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Method Statements, Tender Process Documentation

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Formal quarterly meeting with Freedom Leisure, attended by Chair of Scrutiny, Portfolio Holder & Paul Griffiths Presentation to Scrutiny by Freedom Leisure WAO review Monthly meetings Monthly audit meetings Daily contract management
Please state when this Impact Assessment will be reviewed.
As above

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenny Ashton		18 <sup>th</sup> January 2017
Head of Service:	Stuart Mackintosh		18 <sup>th</sup> January 2017
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

# FORM ENDS



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Leisure & Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-21 Countryside & Outdoor Recreation						
<b>Outline Summary</b>							
<p>The Service is charged with making savings across the 2015-19 3 year period. The Council have approved that the Service group will look to achieve this through limiting expenditure on countryside access work to statutory roles, and in encouraging volunteering. To also withdraw from outdoor recreation and play provision. Where transfer is not possible, dispose of asset or seek full cost recovery.</p> <p>The role of volunteers and the broad and longer-term aims of asset reduction and disposal are both considered through the Stronger Communities Programme Board, with update papers provided. A project board exist to review ongoing issues and opportunities in relation to the land asset area of work, being the most complex and multi-disciplinary.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Stuart Mackintosh	Leisure & Recreation Services Manager	16/10/2015
V2	Stuart Mackintosh	Leisure & Recreation Services Manager	06/09/2016
V3	Stephan Butcher	Countryside & Outdoor Recreation Officer	15/12/2016

Page 561

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal makes a direct saving	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 562

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Reduced use of local contractors and through reduced contracting of the in-house LE service.	Very Poor	Redesign of how and where seasonal maintenance is procured. Use of lowest tender and quote to procure locally delivered works. Minimum specification and use of novel approach to limiting cost, e.g. Hay Meadows. Clubs, societies and Local Councils are, and have been, taking on management of public open spaces with negotiations ongoing. Further development and support for volunteers in direct management of public rights of way, to reduce costs and increase local action. This also applies to management and monitoring of local parks and gardens.	Unknown	
Learning	No impact	Neutral		Neutral	

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Reduced seasonal maintenance can have a positive impact upon biodiversity, such as the development of flower-rich hay meadows in Llandrindod and Newtown, and management of flower beds for insect pollinators in Llandrindod.</p>	<p>Good</p>	<p>Further development of volunteers and managing land in a less intensive way, benefits wildlife and also supports development of local action in managing community spaces.</p>	<p>Good</p>	
<p><b>A healthier Wales:</b>                      A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Potential for initial negative impact, should local councils and others chose not to support local community delivery of seasonal maintenance of public open spaces, and where access is impacted negatively.</p>	<p>Unknown</p>	<p>The broad principles of this approach have been set through the MTFP previously, with emphasis of local management of open green spaces. Council policy also supports the development and involvement of volunteers in community delivery.</p>	<p>Unknown</p>	<p>Previous Council Budget Seminar notes provided to members. MTFs 2012-15</p>

<p><b>A Wales of cohesive communities:</b>                  Attractive, viable, safe and well-connected Communities.</p>	<p>As above</p>	<p>Unknown</p>	<p>As above. Local delivery has been pursued, with advice and some support in transition to local ownership and management of public green and recreational spaces for the last 3 years. It has proven a successful strategy to date.</p>	<p>Good</p>	<p>Ongoing cabinet support for community-based Expression of Interest applications; these include leases and full transfers of land. Development and launch of Countryside Volunteer scheme at Royal Welsh Show 2015. Development of team leaders in August-September 2015.</p>
<p><b>A globally responsible Wales:</b>                  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Distribution and profile of beneficiaries unknown in using public rights of way and public green spaces. However, previous PCC Residents Survey results have been analysed to reveal information on residents' profiles in using both local rights of way, parks and playgrounds and public green spaces.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown	All refurbishment work will be DDA compliant.	Neutral	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

Page 565

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposal may well impact upon this theme.	Unknown	Local councils have the means to derive other sources of income through rateable charges, or through local devolution of amenities to the community groups, as has been pursued in Brecon and Radnor areas.	Unknown	Community Asset transfers, principally in Brecon and Radnor areas across 2012 - present
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	This proposal will ensure local discussions over management of amenity areas have to take place and that local community involvement in future ownership and management practices take place. This necessitates local joint working and delivery at the most local level, including a wide range of participants and volunteers. The predominant potential partners for taking on new roles and/or asset transfers tend to be local councils, which limits liability and long-term sustainability concerns, as they share local resident interests as a key driver.	Unknown	Discussions have taken place with a range of local councils and local groups in support of joint working above and managing green spaces at a very local level. The barrier to achieving this is an initial concern as to knowledge and belief in being able to do so, rather than the effectiveness of doing so.	Good	As above

Page 566

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>As above</p>	<p>Unknown</p>	<p>The Service has been presented with budget reduction targets and therefore has considered options of reduced service or asset closure. As the assets are now largely open spaces and play facilities, these cannot be, nor should be, easily closed off to public use. Officers are seeking and reacting to all opportunities for transfer of either facility of management to others, so as to secure their ongoing future. Legal and Property Services are directly supporting change and in reviewing and supporting Expressions of Interest, where these are received from interested third parties.</p>	<p>Good</p>	
<p><b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>This proposal does directly address the prevention issue. By developing volunteering and by working directly with community groups to take on management and ownership of local recreational and green spaces, this ensures decisions as to appropriate levels of management and aftercare can be taken at a local level, with any fees and charges being managed locally. The alternative is a decline in maintenance and investment, or cessation of same.</p>	<p>Good</p>		<p>Good</p>	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Unknown		Unknown	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Mitigating actions include a phased approach to allow changes to be pursued and delivered over 3 years.			Low
Tendering of grounds maintenance has occurred and in management of volunteers has been retained and is being pursued as a long-term contributor to sustainable outdoor services, together with free advice being sought for local communities through PAVO. PAVO is also leading on a project to widen understanding and opportunities for volunteering through the Stronger Communities Programme Board, to which the Service contributes. Expression of Interests for assets is also now reviewed through a Strategic Asset Board, chaired by the Portfolio Holder for Property.			Low
Submission of business cases as may be appropriate in support of capital support for service change to facilitate local community delivery			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes, LE service who has been largely used as contractor to undertake seasonal grass cutting. A joint review and joint sourcing of local tenders for this work has been undertaken in winter 2015, and this new external working arrangement is now in place and has secured limited reductions in costs to the Outdoor Recreation Service. This approach contributes but does not remove the drive to transfer management and / or ownership of land and assets to others, in order to sustain public outdoor recreation facilities over the 3-year MTFS period and beyond.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The broad approach highlighted under this heading is to develop and support volunteer involvement in managing public green spaces, playgrounds and parks, plus the maintenance of public rights of way. This theme also accepts that delivery will concentrate on the minimum statutory requirements to ensure places are safe and compliant, and that projects such as publishing walks leaflets, guided walks and improvements will not take place unless funded by others and anticipated to be undertaken by others. Seasonal maintenance will be managed to a minimum specification, and may not be undertaken at all if not considered critical to public safety.</p> <p>Community delivery of maintenance and ownership of parks, playgrounds and green spaces will continue to be promoted and pursued with vigour to ensure long-term sustainability of these areas, managed at the local level. In seeking a new way of working for outdoor recreational assets, initial capital investment may be necessary to secure long-term change and ownership of the situation at this local level. Sustained investment in training and development of volunteers is part of this theme for recreational assets and public rights of way. Overall assessment is that this is achievable and without significant detriment to public need, but requires consistent work with local groups to secure success.</p>	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Information provided in previous EqIAs, has considered impacts upon local communities in transferring recreational assets. The Council Residents Survey 2013 is the last published sources of data available for broad analysis and has been used in this assessment.

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Residents Surveys; monitoring of lease arrangements where applicable.

**Please state when this Impact Assessment will be reviewed.**

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Stephan Butcher		15/12/2016
Head of Service:	Stuart Mackintosh		16-10-2015; Reviewed and updated V2 6/9/2016
Strategic Director:			
Portfolio Holder:	CLlr Graham Brown		26/01/2017

Page 570

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Leisure & Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-22 Concurrent Functions Grants						
<b>Outline Summary</b>							
To cease payment of the Concurrent Functions Grants provided to town and community councils in some areas of Montgomeryshire. These grants give varying levels of support through local councils to local clubs and groups, or through the local councils themselves, for managing green spaces, sports facilities, play areas and other amenities in their communities. This is the removal of the remaining 50% of grants as the scheme ends on 31 <sup>st</sup> March 2017.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Stuart Mackintosh	Leisure & Recreation Services Manager	16 <sup>th</sup> October 2015
V2	Stuart Mackintosh	Leisure & Recreation Services Manager	15 <sup>th</sup> December 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal makes a direct saving	Good		Good	Strategic Director letters to T&C Councils
Supporting people in the community	No direct impact known	Neutral		Neutral	No response received from letters sent to Town and Community Councils.
Developing the economy	No direct impact known	Neutral		Neutral	
Learning	No direct impact known	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No direct impact known	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No direct impact known	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No direct impact known	Neutral		Neutral	No response received from Town & Community Councils in respect of withdrawal of grant
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No direct impact known	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No direct impact known	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No direct impact known	Neutral		Neutral	

Page 572

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No direct impact known	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No direct impact known	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No direct impact known	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No direct impact known	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No direct impact known	Neutral		Neutral	
<i>Disability</i>	No direct impact known	Neutral		Neutral	
<i>Gender reassignment</i>	No direct impact known	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No direct impact known	Neutral		Neutral	
<i>Race</i>	No direct impact known	Neutral		Neutral	
<i>Religion or belief</i>	No direct impact known	Neutral		Neutral	
<i>Sex</i>	No direct impact known	Neutral		Neutral	
<i>Sexual Orientation</i>	No direct impact known	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No direct impact known	Neutral		Neutral	

Page 573

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The Council's vision statement states: - In the future, communities themselves will be responsible for some services as we continue to deliver some, but not all services. Our role will be different, we will be assisting and supporting but not necessarily delivering services. One of our challenges will be to help communities make the transition to this new world of public service where personal responsibility plays a big part. Our role will be to support people to take an active part in their communities.</p>	Good	Local councils have the means to derive other sources of income through rateable charges, or through local devolution of amenities to the community groups, as has been pursued in Brecon and Radnor areas.	Good	
<p><b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The Council's vision statement states: - In the future, communities themselves will be responsible for some services as we continue to deliver some, but not all services. Our role will be different, we will be assisting and supporting but not necessarily delivering services. One of our challenges will be to help communities make the transition to this new world of public service where personal responsibility plays a big part. Our role will be to support people to take an active part in their communities.</p>	Good	As Discussions have taken place with a range of local councils and local groups in support of joint working above, and the only obstacle is willingness to do so at a local level, rather than the effectiveness of doing so.	Good	
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Letters sent from Strategic Director to each affected Town &amp; Community Council, informing them of the withdrawal of the grant</p>	Good		Good	

Page 574

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No direct impact known	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No direct impact known	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No direct impact known	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No direct impact known	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No direct impact known	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No direct impact known	Neutral		Neutral	

Page 575

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of outdoor recreational facilities			
Failure to carry out maintenance of outdoor recreational facilities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Phased reduction across two years ending 31 <sup>st</sup> March 2017			Low
Officer support will be available in terms of advice on procurement and tendering, grounds maintenance and in management of volunteers, together with free advice being available from PAVO. Such facilitation has been a normal activity in mid and south Powys as part of service redesign and community delivery of outdoor recreation assets.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
None known			

Page 576

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The grant does indeed support localised recreational activity in some areas of Montgomeryshire, though very indirectly through part support for costs of grounds maintenance and other revenue costs supported by local councils in this part of Powys. To undertake a staged removal would make the situation of indirect support for such amenities equitable, since no such support exists in the mid or south of the county. The withdrawal of this grant for the majority of local councils is very unlikely to lead to facility closure or dramatic change as the funding levels are typically very small. Indeed, the proposal may stimulate closer working arrangements with local volunteers and clubs in their areas, as is the emerging case in mid and south Powys where outdoor recreational areas have been passed to local communities. The impact upon such facilities in Newtown and Welshpool, where funding levels account for nearly two thirds of the grant total, may demand a more locally targeted consideration of priorities for amenity management, though resilience to manage this change are likely to be greater.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Information provided by Treasury Manager as summary of services supported through this grant application mechanism.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Review of grant support for outdoor recreational facilities prior to 2018-19, with associated community consultation.
Please state when this Impact Assessment will be reviewed.



10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Stuart Mackintosh		15 <sup>th</sup> December 2016
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Catering Service	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>	1718-23 Full cost recovery on school meals and Council catering outlets						
<b>Outline Summary</b>							
<p>The service continues to monitor individual kitchen performance, measuring meal uptake, staff hours and food costs.</p> <p>The service will continue to ensure meals are provided in the most efficient way. Proposals that affect individual school provision will be subject to individual reviews and supporting business cases.</p> <p>School meal prices have recently risen by 5p, to contribute to the budget reduction for 16-17.</p> <p>Work has commenced on reviewing and monitoring income/expenditure in the 2 staff canteens. Following this exercise in winter 2016-17, should the canteens prove unable to cover all costs, a further Cabinet paper review will be undertaken to consider their future viability. This may lead to closure or franchising.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V2	C Leighton and J Rawbone	C&C Development Manager and Principal Catering Manager	10 <sup>th</sup> August 2016

Page 578

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Supporting people in the community to live fulfilled lives</b>	No impact	Neutral		Neutral	
<b>Developing the economy</b>	Maintaining an in-house school meal provision throughout Powys retains the £ in Powys / Wales	Good	To further promote our in-house service / meal provision	Very Good	Continue to have a presence at parent evenings and monitor uptake levels
<b>Improving learner outcomes for all, minimising disadvantage</b>	Having one menu and a standard meal provision throughout all Schools minimises the identity of FSM pupils and encourages equality	Good	To continue to provide and promote the FSM provision	Very Good	Continue to have a presence at parent evenings and monitor uptake levels

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Remodelling council services to respond to reduced funding</b>	Following full evaluation of the 2 staff restaurants an alternative provision may need to be implemented	Good	The Service is seeking to achieve full cost recovery in the 2 staff canteens, whilst offering PCC staff a lunchtime provision and security to canteen employees.	Good	Following the review and remodelling of the service provision and achievement of full cost recovery

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Maintaining an in-house school meal provision throughout Powys provides skills and jobs to local people	Good	To retain staff through better communication and ongoing training	Very Good	Reduction in turnover of staff More use of staff evaluation
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

Page 579

<p><b>A healthier Wales:</b>  A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The provision of school meals and the increased uptake in line with the Welsh Government healthy eating measure (2009) promotes a healthy school meal across Powys helping to tackle national obesity</p>	<p>Neutral</p>	<p>The 5p increase is less than previous price increases applied and represents a 2% increase. It is not anticipated to have major impact on uptake, which will continue to be monitored.</p>	<p>Neutral</p>	<p>Impact on uptake based upon previous price changes, has not led to significant reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events.</p>
<p><b>A Wales of cohesive communities:</b>  Attractive, viable, safe and well-connected Communities.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A globally responsible Wales:</b>  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>As much as is viable the Service sources local Welsh suppliers and considers the economic impact</p>	<p>Good</p>	<p>The 5p increase is less than previous price increases applied and represents a 2% increase whilst continuing to source local Welsh Suppliers.</p>	<p>Very Good</p>	<p>Continue to actively participate in tender / contract procedures to ensure the social, economic and environmental well being</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Use of the Welsh language, for food names etc. during service is encouraged throughout the catering team</p>	<p>Good</p>	<p>Within the Welsh medium schools we encourage the whole school approach to supporting the use of the Welsh language</p>	<p>Good</p>	<p>Continue to fully support the use of the Welsh language</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	Our menu is in both Welsh and English, all information sent out is also in both languages. Our internal documentation for food safety is not bilingual, however staff are given the option of having this in other languages including Welsh	Neutral	To continue to be supportive of the Welsh language wherever and whenever requested or required	Good	Continue to fully support the use of the Welsh language
<i>Opportunities to promote the Welsh language</i>	Opportunities for staff to use Welsh language during service is encouraged and supported	Good	Work with schools to support the use of Welsh language during lunchtime service	Good	Continue to fully support the use of the Welsh language
<i>Welsh Language impact on staff</i>	Within the Welsh medium schools the use of the Welsh language is essential on catering JD/PS	Poor	Offer staff training to meet the criteria level	Good	Continue to fully support the use of the Welsh language
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	To operate catering machinery individuals are required to be 18 or over as stipulated under HSE guidance	Poor	This does not exclude potential employees under 18, working in the kitchen as trainees. Their induction allows that they can observe all activities involving machinery	Neutral	For trainees full workplace assessments are carried out, prior to work placement
<i>Disability</i>	Adaptations are made where reasonably practical to include disabilities, this can include supporting employees with food hygiene utilising 1 to 1 support and online resources	Good	Workplace assessments are carried out to access level of capabilities in line with Food safety and Health & safety. Support and training are encouraged throughout the catering service	Good	Copies of individual staff risk assessments / workplace assessments are held on personal files
<i>Gender reassignment</i>	The catering service conforms to all policies, procedures and legislation within gender reassignment	Very Good		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	

Page 581

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<i>Pregnancy and Maternity</i>	All reasonable adaptations are put in place during pregnancy Temporary positions are created to cover maternity leave	Very Good		Very Good	
<i>Equality Impact on PCC Staff</i>	The catering service conforms to all policies, procedures and legislations	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<i><b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The proposal has mixed implications. However, the work to be applied to manage the proposals will directly address the short-term need to secure savings, plus the long-term need to manage the longer-term means to reduce costs in a sustainable way.	Neutral		Very Good	
<i><b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Work has already been started across the sector to ensure effective collaboration. The proposal will enforce the need to strengthen links within the schools sector and with the service's new partner of Monmouthshire County Council.	Neutral	Links continue between the Catering Services in Powys and Monmouthshire CCs. This allows for production of joint menus and nutritional analysis  The Service continue to work closely with schools, to promote uptake and theme days. Efficiencies are created where exports are necessary or the cleaning service require vans late afternoon by utilising the vans to maximise resources.	Good	An average of 6 theme days will be completed in 2016 (euro 16 and Olympics). Launch of new joint menu with Mons CC in November 2015. Supported by Portfolio Holder and CX (Mons CC).

Page 582

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p><b>Communication and Engagement</b></p>	Proposal will not negatively impact on this theme, but does re-inforce the need to continue to work with schools, school councils and partnership working with Mons CC and others.	Poor	Area staff meet with schools and school councils, and attend parents' evenings to promote and seek increasing uptake. Joint involvement of Mons CC in creation of new menu.	Good	As above
<p><b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	The use of local authority networking looking at best practice and lessons learnt and using this information to benefit our own activities/efficiencies. Early identification of problems are promptly and proactively addressed so issues are not escalated.	Good	Continually evaluate and monitor the service and seek to further improve communications to all stakeholders.	Very Good	Use of service data, customer feedback Service Risk register Service Impact assessment
<p><b>Integration:</b> 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.</p>	The use of integrating with Monmouthshire and other local authorities in Wales means we share common objectives and legislation to deliver school meals across Wales. Our goals include maximising FSM uptake and promoting the healthy eating measure in maintained schools (Wales) 2009	Good	Attend APSE, LACA and cross boundary meetings to share and promote good practice and common problems or issues	Very Good	Success in LACA and APSE awards. Principal Catering Manager is Vice chair of LACA Wales Service Development Manager is secretary for APSE Wales

Page 583

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 584

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	All catering positions in Powys are advertised and the recruitment policy is followed for shortlisting and appointment of positions. Applicants with disabilities are considered and reasonable adjustments are made to enable individuals to be in work and paid employment.  Maintaining one menu and one meal price throughout all primary schools in Powys to minimise impact in rural areas and where families have several children.	Good	Continue to offer all positions to the people of Powys regardless of socio economic background and circumstances	Very Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	All catering employees undergo full induction training which covers child protection and are made aware of who to report any concerns to. In addition wherever possible catering staff attend child protection training level 2 at individual schools. All school based catering employees are required to have a DBS every 3 years	Very Good		Very Good	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Very Good		Very Good	
<b>Impact on Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



The risks presented are minimal to the catering service delivery or the council with careful planning, monitoring and managing of the service			
<b>Judgement (to be included in service risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
			✓
<b>Mitigating Actions</b>			<b>Residual Risk</b>
Review of County Council canteen arrangements			Low
School meal prices have recently risen by 5p, to contribute to the budget reduction for 16-17			Low
The service continues to monitor individual kitchen performance, measuring meal uptake, staff hours and food costs.			Low
The service will continue to ensure meals are provided in the most efficient way.			Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>			
No			

### 7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
<p>Work will be completed on reviewing and monitoring income/expenditure in the 2 staff canteens.</p> <p>Following this exercise in December 2016- January 2017, should the canteens prove unable to cover all costs, a further Cabinet paper review will be undertaken to consider their future viability. This may lead to closure or franchising.</p>		

Page 585

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Kitchen activity record sheets  
 Percentage uptake of FSM's  
 Increased uptake and income on theme days  
 Early indication from the introduction of cashless, is resulting in increased uptake in particular within high schools

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Monitoring of roll numbers  
 Monitoring of uptake at all schools for both free and paid meals  
 Monitoring of labour hours per meals served and addressing any shortfalls  
 Arrange for a suite of reports to monitor catering performance under cashless

**Please state when this Impact Assessment will be reviewed.**

August 2017

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton and Jason Rawbone		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Rosemarie Harris		24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Leisure & Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>		1718-25 Arts: Theatre funding reduction to a minimum, but sustainable ongoing position will deliver modest additional savings from alternative delivery arrangement					
<b>Outline Summary</b>							
<p>i) The externalisation of <b>Powys Dance</b> has provided the means to make savings over the course of the MTFs. Savings will contribute to targets for 2016/17 and also meet the 2017/18 and 2018/19 targets, as the costs of the SLA with Powys Dance reduces over time. These reducing costs will be taken as savings. Powys Dance received the news on 23 September 2015 that the Arts Council of Wales believes the organisation should be considered as a priority for support from April 2016 onward as part of the Investment Review of the Revenue Funded Organisation (RFO) portfolio. This means that the reducing support provided by the Council will threaten less the sustainability of the new Trust.</p> <p>ii) Reductions in the <b>Music Development Fund</b> have necessitated a move to a Powys Young People Music Development Fund (PYMDF) being set up in order that less funding is more equitably and strategically distributed.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Lucy Bevan	Arts & Culture Commissioning Officer	12/01/2107

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Reductions in the Music Development Fund have necessitated a move to a Young People Music Development Fund (PYMDF) being set up in order that less funding is more equitably and strategically distributed. Responsibility for young people's music services devolved entirely to voluntary & private sector, at less cost to Council but with continued modest strategic influence	Good	The delivery of a grant funding scheme aims to ensure as 'equitable as possible' spread of support to music organisations across the county despite less resources being available. Increased joint working and sharing of resources between organisations.	Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Reduced access to music making opportunities for young people and potentially less public performances in local communities.	Poor	Develop PI collection associated with PYMDF and analysis of audience & participation for Music Development activities. Modest funding more strategically awarded, organisations encouraged and supported to seek additional external funding (e.g. Sustainability School for the Arts training programme & Arts & Business Board Development programme).	Neutral	
Developing the economy	Less support available to assist small voluntary organisations delivering music services putting strain on their own resources and operational capacity. Contribution of small organisations to the local economy reduced as capacity and activity is reduced.	Poor	Some Council funding support helps organisations to lever funding from elsewhere and the Arts Service continues to provide advice and guidance on business development, alternative sources of funding & operational matters.	Neutral	
Learning	Significant reduction in opportunities to learn and play musical instruments to disadvantaged young people and families as barriers such as transportation availability & support, cost of fees & tuition etc. increase.	Poor	Council owned musical instrument stock has been gifted (as asset transfer) to youth music organisations to assist them in supporting more young people to learn by making instruments available. Criteria of grant funding criteria – that activity adheres to the principles of accessibility, inclusion & equality.	Neutral	

Page 588

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Reducing opportunities for jobs for music professionals, less young people attaining in the playing and performing of music and achieving national standard and inclusion in National Youth Orchestras. Powys Dance continuing training and mentoring of dance practitioners and maintaining activity levels – classes, production etc.	Poor	Schools Services have opportunity to boost creativity within the curriculum through WG requirement for 'Creative Arts' and the Creative Plan for Learning. Powys Dance maintaining similar levels of employment.	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact.	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Participatory activities involving creativity benefitting mental health and activities such as dance and performing art contributing to active & healthy lifestyles.	Poor	Powys Dance maintaining if not developing programme of activities reaching out to target groups Dementia / Parkinson's.	Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	People's recreational & cultural lives supported by availability of cultural provision in local communities. Where provision reduces, benefits diminish.	Poor	Arts & Cultural Service support for arts development initiatives and support for sustainability of arts sector providers continuing.	Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.		Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

Page 589

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	Powys Dance delivers bilingual community dance services throughout the county.	Neutral	PYMDS able to support activity delivered through the medium of Welsh.	Good	
<i>Treating the Welsh language no less favourable than the English language</i>	Standards will remain in place and all promotional material available bilingually.	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	Some Welsh language performances delivered.	Neutral	Use of SLA's & grant schemes to encourage / require supported organisations to promote Welsh language e.g. theatre programming presenting Welsh language performances.	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Participation in dance and music activities is encouraged and supported by Powys Dance and youth music organisations making provision available & accessible across the county and to a wide range of communities	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Music services for young people reduced access.	Poor		Poor	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 590

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Less access for young people to music learning and skill development opportunities and to realise their own ambitions.	Very Poor		Very Poor	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The Councils Arts & Cultural Service increasingly depends on external delivery of arts activity to meet shared objectives. Collaboration in delivery methods e.g. externally funded co-production projects is increasingly routine (commissioning model). Shared project development including raising additional external funding.	Very Good		Very Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Arts Council of Wales providing funding to arts sector and the setting & implementation of objectives & outcomes is integrated.	Good		Good	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

Page 591

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact.	Neutral		Neutral	

Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

<b>Description of risks</b>			
Continued diminished funding and the resultant strain on organisations could lead to loss of services and externally provided activities. Young people will suffer from lack of professionally supported extra-curricular music activities crucial to developing interest, skill and talent – lack of attainment and progression opportunities. Importantly, diminishing Council funding leads to the loss of confidence of major funding bodies and Trusts in investing in Powys if match funding (Council sourced) is insufficient or unavailable.			
<b>Judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
<b>Mitigating Actions</b>			<b>Residual Risk (after mitigation)</b>
Arts & Cultural Service to continue trajectory of: - <ul style="list-style-type: none"> <li>• seeking &amp; securing additional external funding to resource services, projects and activities</li> <li>• providing developmental support to external arts sector providers</li> <li>• increase type, quality and range of partnership working &amp; collaborative arrangements, including regionally</li> </ul>			Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>			
<b>PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>			
Regeneration, Tourism, Schools Service, Youth Service.			



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Assessment of the impact of reduced funding available for youth music concludes that a modest negative impact may be observed including the loss of some provision, however efforts of the Arts Service in working closely with external arts organisations and the sector, will attempt to mitigate such impact by seeking and putting in place adaptive delivery models with alternative resources – this comes with a far greater reliance on volunteer support.</p> <p>The impact of reduced Council funding to Powys Dance is not considered as a significant risk nor likely to negatively impact on the individuals and communities making use of their services, due to the innovative approach taken to business planning and development undertaken by the newly established CIO – staff and Board members.</p>	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Graham Brown		26/01/2017

Page 593

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Leisure & Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>	1718-26 – Reduce Funding support for Theatre provision						
<b>Outline Summary</b>							
Following lengthy and extensive consultation with the affected Theatres and allied partners in 2013-15, and following County Council Scrutiny review, Cabinet were presented with a full Decision paper in early 2015, and decided to substantially modify an earlier MTFP target to remove all funding to the Theatres.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Stuart Mackintosh	L&R Services Manager	29/10/2015

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 594

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Managed and operated independently of the Council, the theatre venues already represent excellent models of community management and service delivery with some but not sole reliance on Council funding.	Good		Good	Cabinet Report C65-2015

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>Access to theatre provision for residents of Powys and visitors to the county contributes to the social, economic and cultural health of communities and to the well-being of individuals.</p> <p>The theatre venues each provide a wide range of activities and events in which people are involved actively as participants, audiences, volunteers, employees, artists, arts practitioners and learners.</p> <p>Community organisations and groups access professional performing arts facilities to present their work and generate income from ticket sales to support their activities. Groups who regularly perform include male voice choirs, bands, YFC groups, Urdd, schools, amateur dramatic groups, and community choirs – all bringing in a wide range a local community members as audiences.</p> <p>Enhancing levels of participation, especially among those in the community who are disengaged or ‘hard to reach’, can contribute to reducing ‘downstream’ healthcare costs.</p> <p>Community safety: the arts have an extensive record of engaging young people at risk and reducing anti-social behaviour.</p>	Neutral		Neutral	

Page 595

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 596

Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The theatres contribute significantly to community and economic regeneration through: -            Creating employment – 34 full time jobs, occasional &amp; part-time and contracted work opportunities for local people, including arts professionals. <i>‘A successful venue not only employs its own staff, but contributes to an environment in which businesses can develop, directly by providing facilities that enable the growth of entrepreneurial business, and indirectly by regularly drawing people to a town’.</i></p> <ul style="list-style-type: none"> <li>- Encouraging tourism – contributes to local tourism offer, drawing audiences into Powys from across all borders.</li> <li>Bringing business into Powys – conferences, corporate events, companies and arts professionals touring to the county,</li> <li>- Boosting house prices &amp; population– having an arts centre, theatre venue or other cultural facility has a positive impact on property prices and is important in encouraging people into the area as visitors or new residents.</li> <li>- Procuring and purchasing local services and supplies – materials; bar &amp; catering supplies; building &amp; operational maintenance; contracted &amp; commissioned services / local businesses – benefit from associated trade brought into the area e.g. shops, hotels, guest houses &amp; campsites, restaurants and cafes.</li> </ul>	Neutral		Neutral	‘Playing to Strengths’ Noble Openshaw Report

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
	- Leverage of external funding and investment.				
Learning	<p>The theatres, regionally spread across Powys, contribute to improving learner outcomes for all on an equitable and inclusive basis through:</p> <ul style="list-style-type: none"> <li>- Providing education, training and skills development opportunities – technical theatre apprenticeships, professionally delivered, inclusive educational outreach programmes involving primary and secondary and special schools contributing to curricular and non-curricular learning.</li> <li>- Providing technical, marketing and management training to local amateur theatre groups, YFC, schools, youth and community groups</li> <li>- Schools across Powys visiting the theatre venues to participate in educational activities, to attend shows and to perform.</li> </ul> <p><i>‘Young people who participate in the arts are not just gaining direct skills, but also those indirect attributes (articulacy, confidence, self-awareness, team-working etc.) which enhance their ability to benefit from other forms of education’.</i></p>	Neutral		Neutral	

Page 597

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Using tried and tested Activity Based Costing methodology, we have identified specific actions that individual venues can take to improve their trading positions, but we have been unable to identify any opportunity that offers the prospect of significant improvements in earned income. Trading – whether mainstream cinema or volunteer-run bar can, with these actions, be at best expected to return reduced losses. We have not found anywhere the possibility of generating additional net income in the tens of thousands of pounds. With one minor exception, once all relevant costs are taken into account, every aspect of venue business makes a loss before applying grant funding.</p>	<p>Poor</p>		<p>Poor</p>	<p>Cabinet Report C65-2015 – Appendix C</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>The potential loss of local access to community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	

Page 598

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Loss of theatre provision in the county will require residents to travel significant distances to access theatre venues outside of the county to experience professional performing arts.</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Welsh speakers will be affected through the loss of local access to professional Welsh language performing arts productions, Welsh language community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>The potential loss of local access to professional performing arts productions, community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

Page 599

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 600

Age	The assessment indicates that the protected characteristics groups particularly affected includes all people. However, all communities across the county will potentially be equally affected. Access to cultural events and community activities will affect all existing and potential audience members and participants. In particular, those disadvantaged by the loss of theatre provision locally and in their communities would include: - disabled people, unemployed, low income families and individuals, children & young people, Welsh speakers, elderly people and those without access to independent transport.	Poor		Poor	
Disability	As above	Poor		Poor	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Arts Council of Wales have been consulted on the savings proposals and the Council's Arts Service is involved on an ongoing basis in joint strategic planning.	Good		Good	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Joint consultation meetings with representatives from the theatres' boards of management and with theatre staff have taken place since spring 2014 with the aim of sharing information and inviting discussion. These have been followed by further individual meetings with each of the venues throughout the autumn of 2014 enabling detailed information to be shared, issues to be explored and considered, and an understanding to be gained of each venues approach to addressing the risks associated with the budget cuts. Arts Council of Wales Officers have been involved in these meetings.	Good		Good	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Arts Council of Wales have been consulted on the savings proposals.	Good		Good	

Page 601

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The assessment indicates that the protected characteristics groups particularly affected includes all people. However, all communities across the county will potentially be equally affected. Access to cultural events and community activities will affect all existing and potential audience members and participants. In particular, those disadvantaged by the loss of theatre provision locally and in their communities would include: - disabled people, unemployed, low income families and individuals, children & young people, Welsh speakers, elderly people and those without access to independent transport.	Poor		Choose an item.	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 602

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Low	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
The risk associated with a reduced grant support to the theatres is that this might fundamentally impact upon their ability to continue.			
This will inevitably lead to inequality of access for Powys residents due to issues of availability and affordability of transport, financial costs involved, time constraints and lifestyle limitations.			
Loss of jobs and employment opportunities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Extensive meetings and consultations over an 18 month period			Low
Actions taken as a result of a formal review in 2013 – 15, with significant changes in funding arrangements approved by Cabinet			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Regeneration Service. This was considered and recommendations made by Scrutiny and Cabinet to merge different budget headings as a result of the Theatre funding review. No negative or other impact.			

Page 603

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The current level of Council financial support represents good value for money. Any further reduction in public funding to the theatre venues is likely to result in closure thereby removing valued cultural and social community resources along with the associated economic and regeneration benefits the organisations contribute to the county.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The 3 documents considered and approved by Cabinet are public documents and accessible on the PCC website under 'Meetings' and 'Cabinet', with Cabinet meeting held on March 24 <sup>th</sup> 2015.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Meetings take place with the Theatres and the Arts Service on a regular basis.
Please state when this Impact Assessment will be reviewed.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Lucy Bevan		29/10/15
Head of Service:	Stuart Mackintosh		29/10/15
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

**FORM ENDS**

Page 604

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>Service Area</b>	Museum Service Leisure and Recreation	<b>Head of Service</b>	Stuart Mackintosh	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Graham Brown
<b>Policy / Change Objective / Budget Saving</b>		1718-27 Museums: Explore Trust type model whilst devolving Llanidloes, Presteigne and Newtown to local delivery or failing that alternative provider, de-commission					
<b>Outline Summary</b>							
<b>All-Wales Position</b>							
<p>An Expert Review of Local Museum Provision in Wales was commissioned by the Deputy Minister for Culture Sport and Tourism in 2014. It was published in August 2015, and a response is now awaited from Welsh Government, and due autumn 2016. The Review considered options for future service delivery under a number of headings:</p> <ul style="list-style-type: none"> <li>• Do nothing</li> <li>• Legislation and state care (comparisons with European nations and regions of a similar size to Wales)</li> <li>• Devolution (to museum specific trusts/charities) and</li> <li>• Partnerships (joint working, regional partnerships).</li> </ul>							
<b>Powys Museum Service</b>							
<p>In 2015 Powys County Council commissioned a report from an external specialist to evaluate future option for Powys Museum Service: "Appraisal of Trust Options for Powys Museum Service", Oct 2015. This report notes that the recommendations of the Expert Review will require considerable resources and a long term commitment from Welsh Government, and could take 5 years to implement. Whilst we wait for that to conclude Powys County Council has made the decision to investigate different delivery options to enable its Museum Service to continue to operate and develop within the current challenging financial climate.</p> <p>Moving the Museum Service to a fully devolved charitable trust type model could offer the following benefits:</p> <ul style="list-style-type: none"> <li>• Independence from the Council allowing quicker decision making and more flexible working</li> <li>• Trustees with specialist knowledge and experience</li> <li>• Savings in NNDR</li> <li>• Grant opportunities which would not be available to the County Council</li> </ul> <p>The Council currently has 5 museums in Powys:</p> <ol style="list-style-type: none"> <li>1. Brecknock Museum and Art Gallery (Shire museum)</li> <li>2. Llanidloes Museum (local/town museum)</li> <li>3. Powysland Museum and Cottages (Shire museum)</li> <li>4. Radnorshire Museum (Shire museum)</li> <li>5. The Judge's Lodging, Presteigne (visitor attraction)</li> </ol> <p>In 2016 Newtown Textile Museum which was previously owned and operated by the Council was transferred to a local community group. The Judge's Lodging in Presteigne is owned by the Council but operated by the Presteigne Shire Hall Museum Trust, and discussions are currently being held about a possible CAT transfer. Plans to co-locate Llanidloes library with Llanidloes museum in the Town Hall will be implemented in 2016.</p>							

Page 605

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1.0	Catherine Richards	Principal Lead Museums, Archives and Information Management	26 Oct 2015
V2.0	Catherine Richards	Principal Lead Museums, Archives and Information Management	31 Aug 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> <small>(after mitigation)</small> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Powys County Council is investigating different delivery options to enable its Museum Service to continue to operate and develop within the current challenging financial climate. At the moment the Trust type option seems the most viable.	Good		Good	One Powys Plan Appraisal of Trust Options for Powys Museum Service, Oct 2015
Supporting people in the community	The budget saving does not impact significantly on this priority. Powys Museums hold, care for and continue to develop collections for the county which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.	Good		Good	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015
Developing the economy	The budget saving does not impact significantly on this priority. A Trust would manage Powys Museums and their facilities and collections efficiently and effectively to continue to provide a service which is relevant, robust and sustainable, making a valued contribution to the economy	Good		Good	As above

Page 606

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	The budget saving does not impact significantly on this priority. Powys Museums will continue to contribute to living communities, promote the values of a fair and just society and provide lifelong learning opportunities for all.	Good		Good	As above

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Page 607

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. To further help with financial sustainability a Trust must consider how it can further increase the income our museums already generate.	Good		Good	A Museums Strategy for Wales 2010-2015  Appraisal of Trust Options for Powys Museum Service, Oct 2015
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Technological innovations provide opportunities to engage new users and present different challenges for preservation. Environmental sustainability issues will influence how our museums use energy efficiently through investigating low or zero carbon technologies in our buildings.	Good		Good	As above

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Page 608

<p><b>A healthier Wales:</b>          A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The potential of our museums is immense, both in formal and informal learning. Developing a framework for delivery of learning services is key to maximising the resources available.          Volunteering contributes to community wellbeing and improves our museum services in addition to enabling personal development and involvement with heritage.</p>	<p>Good</p>		<p>Good</p>	<p>A Museums Strategy for Wales 2010-2015          Appraisal of Trust Options for Powys Museum Service, Oct 2015</p>
<p><b>A Wales of cohesive communities:</b>          Attractive, viable, safe and well-connected Communities.</p>	<p>Dismantling barriers to access, developing the learning potential of our museums, and engaging existing and new users are critical issues to be addressed if Powys Museums are to fulfil their potential as organisations that contribute to their local communities.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><b>A globally responsible Wales:</b>          A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Powys museums promote the cultural life of our county, they encourage active participation in culture, protect our heritage, help expand our international profile and contribute to our tourism industry.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Providing museums for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities to promote the Welsh language</i>	As above	Good		Good	As above
<i>Welsh Language impact on staff</i>	As above	Good		Good	As above
<i>People are encouraged to do sport, art and recreation.</i>	Powys museums enable people to explore collections for inspiration, learning and enjoyment.	Good		Good	As above
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Powys museums welcome increased use of our services by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently visit our museums, or do not participate in our activities is crucial if Powys Museums are to be fully inclusive.	Good		Good	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015
<i>Disability</i>	As above	Good		Good	As above
<i>Gender reassignment</i>	As above	Good		Good	As above
<i>Marriage or civil partnership</i>	As above	Good		Good	As above
<i>Race</i>	As above	Good		Good	As above
<i>Religion or belief</i>	As above	Good		Good	As above
<i>Sex</i>	As above	Good		Good	As above
<i>Sexual Orientation</i>	As above	Good		Good	As above
<i>Pregnancy and Maternity</i>	As above	Good		Good	As above

Page 609

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The change object will enable a sustainable future for the Museum Service. No change means the service is vulnerable to severe budget cuts which eventually will make the service non-viable.	Good		Good	Expert Review of Local Museum Provision in Wales 2015
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Following the Trust type model will mean working in partnership with other organisations will be essential to deliver improved outcomes.	Good		Good	As above
<b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	Service users will continue to be asked for views and comments on service delivery through feedback forms and visitor surveys. Evaluation of these views will contribute to continual improvement.	Good		Good	As above
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	An external provider will provide the resources for a future for the Museum Service. It will be a single purpose organisation with a focus on the functions of the service delivered.	Good		Good	As above

Page 610

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Integration:</b> <i>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.</i></p>	<p>To encourage the development of a sustainable organisation over the next five years and beyond, the Museum Service will have to consider diverse ways of working. This will include developing partnerships with a variety of organisations, working across boundaries, and making innovative use of limited resources.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The Museum Service provides a range of formal and informal learning opportunities to visitors, volunteers and staff to increase their knowledge and enjoyment of the museums' collections, enabling them to become advocates for the Museum Service. Learning and volunteering opportunities help people gain employment mitigating the impact of poverty.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Opportunities for participation are encouraged within all our museums. Developing our work with children, young people and adults with health and social care needs is crucial, and an area that needs further investigation.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.</p>	<p>The Museum Service is currently providing a work placement for a young adult who was formerly a looked after child, and will continue to provide opportunities in partnership with Children's Social Services as part of their Traineeship Scheme for Young People Leaving Care</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	A Trust type model will possibly see museum service staff transferred to a new organisation	Good		Good	As above

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Need at least 6 to 9 months to set up a trust and register as a charity.			
Inability of local authority to guarantee a stable grant and / or an inflation allowance for a specified number of years (due to changing wider financial changes).			
A new trust will have no reserves to fall back on at least initially.			
As more trusts are set up (standalone or including museums) it is becoming more difficult to access new streams of external funding as grant funds, private and commercial giving all become more Competitive			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Time to set up the trust needs to be taken into account including agreement over collection and building issues (lease, maintenance). Also developing a robust business plan especially in relation to income generation and the management of major risks (particularly around funding). Time is also needed to recruit trustees and a chair.			Low
Need a strong board of trustees with business focus, mixed with local expertise			Low
Will need to build up a reserve and develop a reserves policy (to cover a certain level of operating expenditure)			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Brecknock Museum shares the Cultural Hub with Brecon Library. Llanidloes Museum will co-locate with Llanidloes Library in Llanidloes Town Hall. Future delivery of the library service is also under review and so the Trust option for the Museum Service may impact on these co-locations with the Library Service. Co-located services however will bring positive impacts rather than negative impacts.			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Maintaining the status quo for Powys Museum Service is clearly not viable in the current (and continuing) financial climate within local government. Whilst there are no easy solutions, there are a number of options – established or developing – that might be considered to ensure the long term sustainability of the Museum Service outside the immediate control of the county council.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Any external delivery model for Powys Museum Service will be subject to a Service Level Agreement between the Council and the new provider. This agreement will be subject to regular review and will set out the roles and responsibilities of both parties.
Please state when this Impact Assessment will be reviewed.
Annually

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Catherine Richards		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Graham Brown		26/01/2017

Page 613

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-30 Small school closures						
<b>Outline Summary</b>							
The proposal is to reduce the schools delegated budget to reflect the net reduction in budget requirement following the formal closure of Schools, Streams and units in the previous financial year.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	17th December 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 614

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	All transformation proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding. The proposal will: i) Reduce overall surplus capacity ii) Deliver a more cost-effective delivery of learning iii) Provide an infrastructure that is resilient to future demographic or financial challenges	Good		Good	Consultation reports Schools service asset management plans

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Supporting people in the community</b>	Although the relevant education provision in the affected school will be removed, provision would be available in neighbouring larger schools / streams / units, which are more viable and will ensure a greater level of stability and resilience in terms of the provision of primary education. However, in smaller communities the school may be the only facility and the potential loss of community facilities for the village will impact on this priority.	Poor	The school buildings are owned by either the council or the Church in wales. Following any decision to close the school, the authority would engage in discussion with the Church and community in relation to future use of the school building.	Neutral	Consultation reports School service Asset management plan
<b>Developing the economy</b>	Concern has been expressed that the removal of a school from a community will have an impact on job opportunities in the village. Pupils will be transferred to neighbouring larger schools / streams / units where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.	Neutral	The authority will utilise its schools redeployment policy to ensure that staff in the affected schools have opportunities to be appointed to other posts within other schools/ streams /units	Neutral	Consultation reports
<b>Learning</b>	All proposals aim to ensure that high quality education is accessible to all, and that it is affordable and sustainable with a focus on high quality leadership, teaching and learning. All children and young people (including those in receipt of free school meals and with additional learning needs) will be supported to achieve their full potential at the named receiving school or any other school pupils might wish to transfer to.	Good	In all School closures, transition plans would be put in place to support pupils with their move to alternative provision, to ensure that disruption is minimised and to ensure that all pupils achieve their full potential.	Good	Consultation Plans Estyn reports

Page 615

3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>All transformational proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding.                      Pupils will be transferred to neighbouring larger schools / streams / units where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.</p>	<p>Good</p>		<p>Good</p>	<p>Consultation reports                      Estyn reports</p>
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The authority supports the Welsh Government's aspiration for 21<sup>st</sup> Century Schools which are for:</p> <ul style="list-style-type: none"> <li>- learning environments that will enable the successful implementation of strategies for improvement and better educational outcomes</li> <li>- greater economy and efficiency for learning environments through better use of resources</li> <li>- a sustainable education system in Wales that meets national building standards and reduces the recurrent costs and carbon footprint of education buildings</li> </ul> <p>It is the authority's long term strategy to improve all its learning environments. However, the authority recognises that there will be additional travel involved for pupils.</p>	<p>Neutral</p>	<p>The authority has commissioned a review of those assets that were graded C or D in terms of condition, suitability and sustainability, and following receipt of this, will be considering an investment strategy to improve the sustainability and suitability of these buildings.</p>	<p>Good</p>	<p>Schools Service Asset Management Plan</p>



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 617

<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Concerns are often raised in relation to the impact of the proposal on the well-being of pupils due to the proposed change of school and circumstances.</p>	<p>Poor</p>	<p>Full support will be provided to pupils transferring to the named receiving school or any other school to aid their transition.</p>	<p>Neutral</p>	<p>Consultation reports</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Concern has been raised in relation to the impact of the proposal on the affected community and community activities in the area. In particular in small communities concern is expressed when the school is the only community building in the local community.</p>	<p>Poor</p>	<p>The school buildings are owned either by the authority or Church in Wales. Following any decision to close a school, the authority would engage in discussion with the community and Church in relation to future use of the school building.</p>	<p>Neutral</p>	<p>Consultation reports Service asset management plan</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The authority's view is that the proposals made seek to improve the learning opportunities and outcomes for all children, and that the proposal has the best interests of the child at heart. During the consultation processes, pupils are given the opportunity to contribute to the discussion, meeting the requirements of the UN Convention on the Rights of the Child for children to be heard.</p>	<p>Good</p>		<p>Good</p>	<p>Consultation reports</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>The authority when considering any transformation proposals ensures that the individual pupils access to 1<sup>st</sup> or 2<sup>nd</sup> language Welsh provision is maintained, with those pupils directly affected through the closure of a Welsh Stream being able to access 1<sup>st</sup> language Welsh provision in a larger Welsh medium school or stream.</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Welsh in Education Strategic Plan (WESP)</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Page 618

<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	All schools offer a range of extra-curricular opportunities which provide opportunities for pupils to take part in sport, art and recreation, a wide range of activities are also provided at the named receiving school. As a larger school, it is likely that a wider range of activities would be available at the named receiving school. However, due to additional travel children living in the affected community may be unable to access activities provided after school due to their reliance on home to school transport.	Neutral	The authority will work with the Head teacher and Governing Body of the named receiving school and other schools pupils may wish to transfer to, to ensure that participation in all school activity is maximised for all learners.	Neutral	Community Impact Assessments Consultation reports
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	The school transformation proposals does not impact on a specific group than any other group or the general population. Each consultation proposal is supported by a specific impact assessment for the individual proposal.	Neutral		Neutral	Consultation reports
<i>Disability</i>	As above	Neutral		Neutral	Consultation reports
<i>Gender reassignment</i>	As above	Neutral		Neutral	Consultation reports
<i>Marriage or civil partnership</i>	As above	Neutral		Neutral	Consultation reports
<i>Race</i>	As above	Neutral		Neutral	Consultation reports
<i>Religion or belief</i>	As above	Neutral		Neutral	Consultation reports
<i>Sex</i>	As above	Neutral		Neutral	Consultation reports
<i>Sexual Orientation</i>	As above	Neutral		Neutral	Consultation reports
<i>Pregnancy and Maternity</i>	As above	Neutral		Neutral	Consultation reports

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The School Transformation Programme considers the general long term forecasts for the Powys population, where it is identified that the population figures for school aged children will continue to fall.</p> <p>The proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding.</p> <p>Pupils will be transferred to neighbouring larger schools where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.</p>	Good		Good	School Service Asset Management Plan Pupil projections
<p><b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The named receiving schools will continue to work in collaboration with other schools in the cluster and regionally, and with other partners, to ensure that every pupil is fully supported.</p>	Neutral		Neutral	
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>A wide range of meetings take place with all proposals including statutory meetings with the Governing Body, Staff, Pupils, Parents and community when determining the proposals. Consultation on the proposals take place in accordance with the School Organisation Code, which included consultation meetings with staff, governors and parents / community, as well as a meeting with the school council.</p>	Neutral	<p>If the proposals are implemented, there will be an opportunity for any parent to seek election to the governing body, and there will be an opportunity for all parents to continue to engage with the school and governing body.</p>	Neutral	Consultation reports

Page 619

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.</p>	<p>The reasons for the proposals to close a school / stream / unit are many and complex and can include:</p> <ul style="list-style-type: none"> <li>- A school / stream / unit has low numbers on roll for the three previous years.</li> <li>- A level of significant surplus places at the school</li> <li>- The funding per pupil is more than 120% of the council's average</li> </ul> <p>The proposals will normally provide better value for money for the council in the long term, by ensuring more equitable distribution of funding and a more sustainable model of education.</p>	Good		Good	
<p><b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</p>	<p>With the majority of the transformation proposals, most of the issues raised during the consultation exercises are not supportive of the proposal.</p> <p>The service has undertaken some post implementation reviews of the impact and there is generally positive integration into the receiving schools community</p>	Poor	<p>The authority should undertake a timely post implementation review, through communication with the affected families.</p>	Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Free transport will be provided to all qualifying pupils affected by any proposal. However, it is acknowledged that it may be more difficult for the parents of pupils on low incomes that live in affected communities, due to the additional travel required of parents in order to attend activities at the school, or to collect pupils from after school activities.	Poor	The authority will work with the Head teacher and Governing Body of the named receiving schools and other schools pupils may wish to transfer to, to ensure that participation in all school activity is maximised for all learners and their families.	Neutral	Equality Impact assessments
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding is of the utmost importance and safeguarding measures are in place in the named receiving schools and any other schools pupils may wish to transfer to.	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	All named receiving school will be supported in meeting the needs of looked after children, therefore the authority would have no major concerns about looked after children moving schools.	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The deletion of all posts in the affected schools.	Poor	There may be opportunity for additional posts in the receiving schools. The Council would look to utilise the redeployment policy where possible (Redundancy Policy).	Neutral	

Page 621

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Description of risks			
The main risk to transformation proposals is that of legal challenge to the authority on the proposals made			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
As the efficiency target is planned to be achieved in the first full school year following implementation of the proposals, the decision to implement the proposal has been made prior to the commencement of the relevant financial year			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Each school transformation proposal is subject to a strict school organisation process with a statutory process that is required to be followed. The identified efficiencies are planned to be implemented and achieved in the financial / school year following the enactment of the proposals	

Page 622

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



8. Is there additional evidence to support the Impact Assessment (IA)?

**What additional evidence and data has informed the development of your proposal?**

Cabinet reports on school closure and other transformation proposals

9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

None, except for following school closure procedures.

**Please state when this Impact Assessment will be reviewed.**

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Cllr Arwel Jones		26/01/2017

Page 20

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>		1718-31 Restructuring of school service					
<b>Outline Summary</b>							
The review and restructuring of the central Schools Service for the 2017-18 and 2018-19 financial years, the proposal will be met by a review of the non-staffing costs incurred across the central service budgets and the reduction of budget requirements where appropriate. Some of the required savings over the two years may be achieved through a re-evaluation of person specifications and Job Descriptions as individual members of the central team retire or move to new post in or external to the authority. As the level of required efficiency is low this is not expected to impact negatively on the delivery of the service to Schools and the Powys Community.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016
V3	Gareth Jones	Senior Manager – Central Services	16 <sup>th</sup> December 2016

Page 624

How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Neutral	As above	Neutral	As above
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	As above	Neutral	As above	Neutral	As above
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	As above	Neutral	As above	Neutral	As above
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	As above	Neutral	As above	Neutral	As above
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	As above	Neutral	As above	Neutral	As above

Page 625

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	As above	Neutral	As above	Neutral	As above
Opportunities to promote the Welsh language	As above	Neutral	As above	Neutral	As above
Welsh Language impact on staff	As above	Neutral	As above	Neutral	As above
People are encouraged to do sport, art and recreation.	As above	Neutral	As above	Neutral	As above
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	As above	Neutral	As above	Neutral	As above
Disability	As above	Neutral	As above	Neutral	As above
Gender reassignment	As above	Neutral	As above	Neutral	As above
Marriage or civil partnership	As above	Neutral	As above	Neutral	As above
Race	As above	Neutral	As above	Neutral	As above
Religion or belief	As above	Neutral	As above	Neutral	As above
Sex	As above	Neutral	As above	Neutral	As above
Sexual Orientation	As above	Neutral	As above	Neutral	As above
Pregnancy and Maternity	As above	Neutral	As above	Neutral	As above

Page 626

#### 4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	As above	Neutral	As above	Neutral	As above

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	As above	Neutral	As above	Neutral	As above
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	As above	Neutral	As above	Neutral	As above
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	As above	Neutral	As above	Neutral	As above
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	As above	Neutral	As above	Neutral	As above
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	As above	Neutral	As above	Neutral	As above
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	As above	Neutral	As above	Neutral	As above
<b>Impact on PCC Workforce</b>	The impact on the workforce will be minimal as the £25k saving for 2017/18 will be achieved through achievement of non-staffing efficiencies. It is not expected that any compulsory redundancies will be required.	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of Knowledge, Experience and Capacity			
Failure to meet statutory duties			
Reduction of support to schools			
Impact on Learner Outcomes			
Failure to maximise grant and other funding opportunities			
Financial risk of requiring consultants to cover knowledge gap in interim period.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Succession planning			Low
The level of efficiencies required represents a small percentage of the overall staffing budget. The service is currently planning how it will deliver its services post change, and will ensure that critical services continue to be delivered.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The impact on the workforce will be minimal as the £25k saving for 2017/18 will be achieved through achievement of non-staffing efficiencies. The service has a number of staff approaching retirement age and will review the person specification and job descriptions at the point of each staff change. It is not expected that any compulsory redundancies will be required. It is also not anticipated to impact on the delivery of services.</p> <p>Some of the required savings over the two years may be achieved through a re-evaluation of person specifications and Job Descriptions as individual members of the central team retire or move to new post in, or external to the authority.</p>	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

### 9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Service Management Team – the service reviews its efficiencies and budgets on a monthly basis.
<b>Please state when this Impact Assessment will be reviewed.</b>
Monthly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Arwel Jones		26/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Schools	<b>Head of Service</b>	Ian Roberts	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Arwel Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-33 Establish an internal supply insurance pool on a stop loss insurance basis						
<b>Outline Summary</b>							
<p>Many schools in Powys purchase a “supply insurance scheme” to cover the cost of staff that are absent due to sickness through a number of Insurance companies. Each of these scheme will have specific exemptions for areas such as stress and also includes a charge for an insurance tax.</p> <p>Discussions have been held with officers from the authority’s insurance broker and a neighbouring authority on the potential to establish an internal supply pool insurance arrangements.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016

Page 630

How does your policy / change objective / budget saving impact on the council’s strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal meets the aims of this council priority	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	The establishment of an internal supply pool will allow the authority to have a single agreed set of regulations for all supply insurance cover provision, without the risk currently associated with individual school supply policies., The establishment of the central pooling arrangement will reduce the need for further efficiencies from schools budgets.	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 631

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	The proposal allows the authority to apply its own rules around staff included to be covered under the scheme, as opposed to the current system where some staff are excluded by individual insurance companies	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	The proposed scheme will cover maternity costs and therefore excludes any equality issues if the authority decided to delegate responsibilities	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements

Page 632



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The pooling arrangement would allow the authority to develop a mutual fund which would allow the assurance of cover to schools on a long term basis.	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The proposal is to link into a mutual fund that has been developed by Pembrokeshire LA for their schools.	Good	As above	Good	As above
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Some initial discussions have been undertaken with schools. Further work is required once the proposals have been developed.	Good	As above	Good	As above
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	The mutual fund would eliminate the issue of staff not being covered under a scheme mid illness.	Good	As above	Good	As above
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

Page 633

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

#### Description of risks

Schools not wishing to join the scheme  
Scheme not financially viable

#### Judgement (to be included in project risk register)

Very High Risk	High Risk	Medium Risk	Low Risk
			X

#### Mitigating Actions

Mitigating Actions	Residual Risk (after mitigation)
Further develop proposals with Pembrokeshire	Low

**Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Yes – some data exchange would be required from the Establishment Services to Pembrokeshire LA

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of a mutual supply fund would provide additional financial planning and security to schools	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

Supply sickness monitoring reports  
Project review meetings

**Please state when this Impact Assessment will be reviewed.**

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Arwel Jones		26/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Legal Services	<b>Head of Service</b>	Clive Pinney	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-48 Reduce photocopying budget						
<b>Outline Summary</b>							
Reduce Members photocopying budget by using ModernGov agenda management system. This allows Members to view agendas and documentation electronically, and will reduce the number of paper copies required.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015
2	Steve Boyd	Cabinet Manager	19 <sup>th</sup> September 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 636

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the savings target set.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reducing the amount of printing undertaken for Members will positively contribute to reducing our carbon footprint.	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral		Neutral	

Page 637

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 638

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Using ModernGov to reduce photocopying costs meets the current requirements of the Council and contributes to reducing the amount of paper copies required, which in turn contributes to meeting our savings target.	Good		Good	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	Cabinet and Members have been consulted through the budget workshop process	Good		Good	Cabinet report and workshop documentation
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>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.</i>	No impact	Neutral		Neutral	

Page 639

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 640

Principle	How does the policy / change objective impact on this principle?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Reduction in output required from Reprographics	Unknown		Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Member non-compliance			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Member training on use of ModernGov including how to make notes electronically on documents			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Will reduce workload within Reprographics			



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
Using ModernGov will help the Council to work towards reducing the Members photocopying budget as it will enable all agendas and attachments to be viewed electronically.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Monthly budget reports, number of cartridges requested for home use.
<b>Please state when this Impact Assessment will be reviewed.</b>
Monthly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		19 <sup>th</sup> September 2016
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

Page 641

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Legal Services	<b>Head of Service</b>	Clive Pinney	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-49 Reduce travel expenses						
<b>Outline Summary</b>							
Reduce Members travel expenses by increased use of video conferencing, skype, car sharing, reduction in meetings and reduction in membership of committees.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015
2	Steve Boyd	Cabinet Manager	19 <sup>th</sup> September 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 642

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the savings target set.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reducing the amount miles travelled by Members will positively contribute to reducing our carbon footprint.	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 643

# Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 644

#### 4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	Cabinet report and workshop documentation

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 645

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Cabinet and Members have been consulted through the budget workshop process.	Good		Good	Cabinet report and workshop documentation
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Members not car sharing			
No reduction in the number of meetings			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Encouraging Members to car share and reducing the number of committee meetings as well as the membership of these meetings will reduce the number of miles being claimed by our Members. This will have a positive impact on the savings target.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
n/a

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly budget reports
Please state when this Impact Assessment will be reviewed.
Monthly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		19 <sup>th</sup> September 2016

Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-56 Third Party Spend					
<b>Outline Summary</b>							
Reduction in 3 <sup>rd</sup> Party spend in respect of Hired and Contracted Services. To utilise budget monitoring data including year on year spend on hired and contracted services to analyse and identify budget lines across the service area that can be potentially reduced based on usage and requirement going forward. It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V 1.0	Mark Evans	Head of Business Services	January 2017

Page 648

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Review current needs and levels of 3 <sup>rd</sup> Party hired & Contracted Services based on budget analysis and comparators reducing where relevant.	Good	Through effective budget monitoring and spend controls we will reduce baseline budget and achieve savings without impacting on staffing.	Good	Budget analysis and spend control
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 649

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 650

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

Page 651

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
No risks			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

### Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The budget monitoring, comparators and periodic analysis of 3 <sup>rd</sup> party spend across Business Services will ensure we deliver the specific savings for 17/18 and potentially beyond.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly in alignment with the corporate service area performance monitoring which includes budget.
Please state when this Impact Assessment will be reviewed.
Quarterly in alignment with the corporate service area performance monitoring which includes budget.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	BSMT Members		
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones Cllr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>	1718-57 General supplies and services						
<b>Outline Summary</b>							
To utilise budget monitoring data including year on year spend on supplies and services to analyse and identify budget lines across the service area that can be potentially reduced. The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision. It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V 1.0	Mark Evans	Head of Business Services & Customer Services	12 <sup>th</sup> January 2017

Page 654

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Review current needs and levels of supplies and services based on budget analysis and comparators reducing where relevant.	Good	Through effective budget monitoring and spend controls we will reduce baseline budget and achieve savings without impacting on staffing.	Good	Budget analysis and spend control
Supporting people in the community	No Impact	Neutral	No Impact	Neutral	No Impact
Developing the economy	No Impact	Neutral	No Impact	Neutral	No Impact
Learning	No Impact	Neutral	No Impact	Neutral	No Impact

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No Impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No Impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No Impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No Impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No Impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 655

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 656

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No Impact	Neutral		Neutral	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No Impact	Neutral		Neutral	



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Principle	How does the policy / change objective impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No Impact	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No Impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No Impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No Impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No Impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No Impact	Neutral		Neutral	

Page 657

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
No risk			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

Page 658

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The budget monitoring, comparators and periodic analysis of Supplies and Services will ensure we deliver the specific savings for 17/18 and potentially beyond.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly in alignment with the corporate service area performance monitoring which includes budget.
Please state when this Impact Assessment will be reviewed.
Quarterly in alignment with the corporate service area performance monitoring which includes budget.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



10. Sign Off

Position	Name	Signature	Date
Service Manager:	BSMT Members		
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones Cllr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-61 Removal of Pensioner Grant						
<b>Outline Summary</b>							
Removal of £128k additional pensioner grant. A non-ring fenced RSG amount was being used as a discretionary grant to pay certain low income pensioners an additional reduction towards their council tax over and above the amount they received for the main Council Tax Reduction Scheme. An amount of between £10 and £85 was awarded to approx. 1500 pensioners depending on their circs.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	David Morris	Professional Leads – Income and Awards	28/10/15

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Page 660

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Reduced funding from central gov funds and need for reduced cost of services means removing this discretionary amount will help PCC meet its reduced budget requirements	Good		Good	
Supporting people in the community	A reduction for up to 1500 pensioners of between £10 and £85 per annum towards their council tax costs. Small value on an individual level.	Good	Other mandatory reductions (e.g. Council Tax Reduction Scheme) and discretionary schemes are available if hardship occurs	Good	Policy and legislation
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 661

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	The scheme did disproportionately provide more help to pensioner. Removal of the scheme will mean pensioners can access the same schemes as all other age ranges.	Good		Good	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

Page 662

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	No impact	Neutral		Neutral	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>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.</i>	No impact	Neutral		Neutral	

Page 663

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 664

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	£128k is being removed from low income pensioners	Good	Other schemes including discretionary hardship schemes are still available	Good	Policy and legislation
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
No risk			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



7. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
Removal of this discretionary scheme will impact some pensioner but the value level to each is minimal and other schemes are still available		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
N/A

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
None
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	David Morris		15/10/15
Head of Service:	Mark Evans		15/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

Page 665

FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Financial Services	<b>Head of Service</b>	Jane Thomas	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Clr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-62 Budget Reductions across Central Areas						
<b>Outline Summary</b>							
Budget Reductions across Corporate Budget headings – to identify savings across Corporate budget headings. Insurance policies were re-tendered in October 2016 and we have seen a substantial reduction in the level of premiums paid. The £103k saving is being met from this reduction.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead for Finance	11/12/15
1.2	Jane Thomas	Acting Head of Financial Services	9 <sup>th</sup> December 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Insurance re-tendering secured savings on the premiums paid.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<b>Inherent Judgement</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>Residual Judgement (after mitigation)</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

Page 667

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral	
Opportunities to promote the Welsh language	No impact	Neutral		Neutral	
Welsh Language impact on staff	No impact	Neutral		Neutral	
People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact	Neutral		Neutral	
Disability	No impact	Neutral		Neutral	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

Page 668

#### 4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	No impact	Neutral		Neutral	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 669

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> 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.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
No increased risk identified			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

Page 670

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The same level of cover has been provided at a lower premium cost, following a re-tendering exercise. A cost benefit analysis was undertaken to identify the appropriate excess levels.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
To be determined
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Phillips		
Head of Service:	Jane Thomas		
Strategic Director:	David Powell		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

FORM ENDS

This page is intentionally left blank



# C19- 2017a

## CYNGOR SIR POWYS COUNTY COUNCIL

### CABINET

7 February 2017

**REPORT AUTHOR:** Finance Scrutiny Panel

**SUBJECT:** Budget Proposals 2017/18

---

**REPORT FOR:** Information

---

The Finance Scrutiny Panel (FSP) has held several meetings during the year and met with officers and Cabinet Members.

The FSP notes the fluid budget position and the large overspend position around Adult Social Care (ASC) and as a result the FSP offers the following comments based on information available as at the end of January 2017.

The savings proposals have been based on those presented as part of the 2016/17 MTFs (Medium Term Financial Strategy). However, the FSP would have welcomed more verifiable detail at an earlier stage in order to provide more effective scrutiny of proposals and support for the process. As a result the FSP feels unable to comment in detail on the proposals. The FSP notes the continuing development of the longer term approach but raises concerns that the budget process was not more advanced at the time of presentation and suggest that, as it is a 3 year plan, an earlier indication ought to be available of the budget detail going forward.

The following key points are brought to Cabinet's attention:

- The FSP welcome the move to a three year budget plan but are disappointed that this foundered early in the financial year in some areas
- The principle of the 3 year Plan supported by cash limited budgets no longer exists in some important areas. Changes were adopted part way through the year without substantial reasons or evidence.
- The FSP supports the Portfolio Holder for Finance in his wish to move to a five year budget plan but acknowledge this cannot happen until the Welsh Government move to a five year plan from its current one year approach.
- The FSP recognises the fact there is a Reserves Policy but would wish to see greater clarity around the proposals for the replenishment of reserves if these are substantially reduced in order to offset the projected overspend at the end of 2016/17.
- Further savings are expected to be made in ASC – assurance is sought that such savings are achievable given the failure to achieve savings in previous years and particularly within the 2016/17 budget

- Budgets were cash limited in the current year although this has not been adhered to in some areas. There needs to be greater understanding of whether we are working on a cash limited budget or a demand led budget based on overspend. Regular overspends undermines those areas that work within a cash limited financial envelope.
- Scrutiny is being hampered by the lack of detail in budget plans preventing proposals to be scrutinized effectively. Prompt and accurate data must be provided
- The FSP is concerned that a substantial draw on reserves is unsustainable going forward. We do not support proposals to establish an individual service reserve. Should reserves be needed, any Directorate must apply for funds supported by strong, sound and rigorously scrutinised business plans.
- The FSP accepts the intention to take a more strategic approach to budget savings but is concerned that the continuation in some areas of the 'salami slicing' model is detrimental to a controllable financial and focussed environment
- The FSP is disappointed that Cabinet have not explored other budgeting models, such as zero based budgeting, which would enable improved financial control and scrutiny and give a more accurate cost of each service. However it is pleased that the Chief Executive's Recovery Plan will start to address this issue by a base budget review in Adult Services and would like to see this rolled out to all directorates.
- FSP welcome the progress made with regard to the quality of Impact Assessments. However concerns remain, in some assessments that increased cost impacts exist within the identified risks and mitigating actions. As no clear evidence is available to demonstrate how such costs have been incorporated into final action plans it remains unsure whether identified levels of savings can be delivered.
- We welcome the proposals for increased funding in education but require further, detailed information on how this will be allocated
- Once again the Panel would wish to stress its concerns that increases in Council Tax do not reflect the average income within the County. Powys County Council is one of the highest self-funders in Wales.

## **Conclusion**

Whilst noting the progress being made, the extent of changes to the 3 year Plan are undesirable and in future we would seek a more consistent approach. We should expect a 3 year plan to be more robust and not see it derailed within the first quarter of the financial year.

Cabinet should not put forward untested proposals, which when subject to public consultation, are withdrawn. There have been a number of situations where Cabinet decisions have adversely impacted the ability to achieve savings. This has a major impact on current and future budgets upon which the savings were predicated. All budget measures should be stress tested before being incorporated.

Contact Name:	Tel:	Fax:	Email:
Cllr John Morris			<a href="mailto:Cllr.john.morris@powys.gov.uk">Cllr.john.morris@powys.gov.uk</a>

Lisa Richards	01597 826371		Lisa.richards@powys.gov.uk
---------------	--------------	--	----------------------------

**Background Papers used to prepare Report:**

Budget Seminar presentations – Cabinet and Council

Draft (confidential) Financial Resource Model

This page is intentionally left blank

# C20- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL

CABINET  
7th February 2017

**REPORT AUTHOR:** County Councillor Rosemary Harris  
Portfolio Holder for Property, Buildings and Housing

**SUBJECT:** Housing Revenue Account Rent Setting Policy

---

**REPORT FOR:** Decision

---

### 1. Summary

1.1. This report sets out proposals for a new Rent Setting Policy for Housing Revenue Account (HRA) dwellings from April 2017.

### 2. Background

2.1. The current rent setting policy dates from 2001 and requires review. There are a number of factors that influence the need for a review over and above the general need to review all policies over time to ensure they remain fit for purpose. The factors influencing this policy review are:

- Welsh Government requirements under the Housing Act 2014 and subsequent guidance.
- The changing profile of our rented accommodation
- The changing housing market
- Benefit Changes
- The introduction of Service Charges for HRA properties
- Maintaining rental income

2.2. **Welsh Government requirements under the Housing Act 2014 and subsequent guidance.** The Act allows for Welsh Government to determine rent setting policy guidelines for Authorities and Registered Social Landlords across Wales. The current guidelines are that rents should be set in regard to three main criteria:

- Property Type (House, flat etc)
- Property size, determined by the number of bedrooms
- SAP rating (Standard Assessment Procedure a measure of a properties thermal efficiency)

2.3. **The changing profile of our rented accommodation:** Since 2001 the Housing properties have enjoyed a large amount of investment under the Welsh Housing Quality Standard programme. This has ensured that our properties are now modern homes. The previous rent setting policy relied a great deal on modernisation criteria for rent setting. Many of the criteria used in the policy are no longer relevant and new criteria should be considered. A copy of the existing rent setting policy is attached at appendix 1.

- 2.4. **The changing housing market:** Since 2001 there have been numerous changes in the housing market with house prices and market rents changing. It is important that HRA rents, whilst below a market rent have some comparison to it. This can be achieved with reference to the Local Housing Allowance (LHA) rate. This is the rate the 30th percentile of rents in the Broad Rental Market Area calculated by the Rent Officer Service, at which the maximum housing benefit payable for different sized accommodation is payable. The current LHA rates for Powys are as per the table below:

Size of Accommodation	Broad Rental Market Area	
	LHA Rates Brecon & Radnor 2015/16	LHA Rates North Powys 2015/16
Shared Accommodation	£45.90	£50
1 Bed	£69.04	£65.92
2 Bed	£92.05	£86.00
3 Bed	£109.32	£101.11
4 Bed	£126.58	£129.47

- 2.5. **Benefit Changes:** Under changes announced in the December 2015 Spending Review, people taking up new social housing tenancies from April 2016 will see help with housing costs capped at the rate for private tenants (LHA) from April 2018. For instance, young single people (under 35s) will have Housing Benefit capped to the shared accommodation rate from 2018. In addition LHA rates will be frozen for four years at the 2015/16 rates. It is essential that the rent setting policy is revised to ensure that HRA rents remain affordable to people who rely on benefits.
- 2.6. **The introduction of Service Charges for HRA properties:** the Housing (Wales) Act 2014, required local authority landlords to introduce service charges, rather than pool all charges within HRA rents, which was common practice until the start of 2016-17. Service charges are generally applied to flats rather than houses because flats receive services to communal areas. One effect of our previous rent setting policy was to create only very narrow differential rents between flats and houses. The service charge policy has further closed this differential, bringing the costs of renting houses and flats closer together. These low differentials are at odds with the LHA rates and with market rates. The objective of the new rent setting policy will be to introduce wider differential rental charges and to address this issue.
- 2.7. **Maintaining Rental Income:** The rent changes will not see either an increase or decrease in the overall projected rental income. The rent roll remains unaffected. This means that were the rent for some types of property go up the rent for other types of property will go down.
- 2.8. In developing a rent setting policy the Housing Service looked at the three criteria set down by Welsh Government: Property Type (House, flat etc); Property size, determined by the number of bedrooms and SAP rating (Standard Assessment Procedure). Whilst Housing have data on the size and type of accommodation we do not have a complete record of the SAP rating for all of our properties. SAP rating is a function of the type and fuel source of the heating, the type of construction and the level of thermal insulation in the property. Due to the significant improvements made to the housing stock over recent years, the SAP ratings held on many of our homes are not reliable and the Housing Service is

currently investing in a programme to have a complete record of SAP ratings by the end of 2019/20.

- 2.9. Prior to having this data Housing need to use a close proxy for SAP rating. Housing have good data on the heating/fuel type for our properties based on our servicing records and so it is proposed to use this criteria to help set a rent. We are doing this because it is a good fit to Welsh Government guidelines and does affect the overall affordability of a home. However, the formula we propose to use allows fuel type to only have a marginal effect on the overall rent figure. So, a property with the least efficient heating/fuel type (an electric boiler) will have a rent of around £4 a week less than a property with the most efficient heating/fuel type (gas central heating for instance). This proxy will remain in situ until 2020/21 when the proxy will be replaced by the SAP rating of the individual property, as one of the three key elements upon which rents are calculated for individual properties.
- 2.10. In determining property types, through the consultation process views were expressed that it would be appropriate for properties that have an additional living room downstairs “parlour type houses” to be subject to an additional charge. The additional charge for these types of properties will be rolled in during 2017/18.
- 2.11. The Housing Service developed three models of rent charges based on the principles set out above, these are shown at appendix 2. The rent is calculated based on a formula. First a base rate applied to all properties of £41.80, The base rate is 50% of the mid-point guideline rent for Powys as set by Welsh Government. We used this figure to have a starting point that was within the guideline rent and that differential factors could then be added. This is then topped up with points based on the three factors discussed above:
- for size, (based on the number of bedrooms);
  - for type of property
  - for heating/fuel type.

This is a far simpler way of calculating rent for individual properties than the current system which contains many criteria. The simplicity of the calculation should be easily explained the tenants and gain acceptance.

- 2.12. The table at appendix 3 shows the average rent for various property types and sizes under the current rent setting regime and three options for new rent setting policies. Each property will have a new rent and few will sit on the average figure for each option. The table also shows, in the “**High/Low Diff**” columns, the highest and lowest amounts by which the rent will differ for specific properties under the new policy from the current rent. Each option has a number of properties where there are large variations for some specific properties, transitional measures for these are discussed below (2.16).
- 2.13. The effect of all three options is to, in general terms, decrease the rent for smaller accommodation and for flats and to increase the rent on larger properties and houses. In all options the total rent roll is unaffected with the same total rental income is generated within the HRA. The preferred option is option 1.
- 2.14. Option 1 is preferred because, it balances the differentials between property type (flat, house, bungalow etc) with property size (how many bedrooms it has). Option 2 gives greater weighing to the property size and option 3 gives greater weighting to property type.

- 2.15. It is planned to bring these changes into effect from the first week in April 2017 along with the annual rent increase. That means that the figures in appendix 3 will be subject to the rent increase for 2017. This figure has yet to be agreed but will be based on the Welsh Government guidance figure of inflation (as measured by CPI) plus 1.5%.
- 2.16. Some rents (ie in smaller flats) will decrease and others will increase. When increasing rents for existing tenants the maximum permitted increase is the annual increase plus £2. Where the proposed rental increases exceed this permitted amount, the rent will be increased at the maximum annual rate until it reaches the new rate. This transitional approach to increasing the rent will only apply to existing tenants. Where a property becomes empty the new rent will be charged in full to the next tenant.
- 2.17. The transitional approach to applying some increases risks lowering total income. To avoid this eventuality the Housing Service will also phase the lowering of rents over this period of transition. This effect will work out of the system as the highest rents reach their new rents.
- 2.18. The type of point system we propose to use is simple and robust and flexible. Additional property types and sizes can be added with ease as we grow and develop our stock. For instance where we occasionally merge two properties together to make a larger dwelling we can add a property type for this.

### **3. One Powys Plan**

- 3.1. The new rent setting model will enable the Housing Service to continue to be viable and the Housing Service through its wide reach across all areas supports all aspects of the Powys One Plan.

### **4. Options Considered/Available**

- 4.1. The Cabinet could consider adopting the other models set out in appendix 1 as Options 2 and 3.

### **5. Preferred Choice and Reasons**

- 5.1. It is recommended that Cabinet support option 1.
- 5.2. This Option provides the best balance between assessing rent on size and type of accommodation.

### **6. Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

- 6.1. A properly financed Housing Service is better able to support these policies.



## **7. Children and Young People's Impact Statement - Safeguarding and Wellbeing**

7.1. A properly financed Housing Service is better able to support these policies.

## **8. Local Member(s)**

8.1. This matter has equal effect across the Council

## **9. Other Front Line Services**

9.1. A properly financed Housing Service is better able to support these services.

## **10. Support Services (Legal, Finance, HR, ICT, BPU)**

10.1. The Finance Business Partner notes the comments in the report and can confirm that if the new rental model set out in Option 1 of appendix 2 is adopted it will provide for a more rational rent setting policy for the HRA because it balances the differentials between property type (flat, house, bungalow etc.) with property size (how many bedrooms it has).

10.2. The Professional Lead-Legal has no comment on the preferred option recommended in this report save that an appropriate method is required to be adopted by council as set out in statute.

## **11. Local Service Board/Partnerships/Stakeholders etc**

11.1. This is a specific Housing Management matter, however, a properly financed Housing Service is better able to support partnerships

## **12. Communications**

12.1. The Housing Service raised this matter at the Tenant Liaison Forum on 9<sup>th</sup> December where it met approval.

12.2. All tenants have been written to and invited to comment on the proposal. The results of the consultation are in appendix 4. Comments were only received from 16 tenants. Issues included a view that a differential for urban and rural housing should be considered, that SAP rating should be considered and that Housing should use this as a money making exercise. Responses to all the comments are included in the appendix.

## **13. Statutory Officers**

13.1 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report

13.2 The Strategic Director Resources (S151 Officer) notes the comment made by finance.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
The new rental model set out in Option 1 of Appendix 2 is adopted as the HRA rent setting policy with effect from 1 <sup>st</sup> April 2017	To provide for a more rational rent setting policy

<b>Relevant Policy (ies):</b>	
<b>Within Policy:</b>	<b>Y</b>
<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	<b>All Members</b>
----------------------------------	--------------------

<b>Person(s) To Implement Decision:</b>	<b>David Roffey</b>
<b>Date By When Decision To Be Implemented:</b>	<b>April 2017</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
David Roffey	01597 827464		david.roffey@powys.gov.uk

## ALL CHANGE TO COUNCIL HOUSE RENTS

From April, the Council is changing the way in which Council house rents are set. This is to make sure that the rent you pay reflects the property in which you live, and is known as "rent restructuring". All tenants will have received a newsletter in the summer of 1998 explaining rent restructuring and will also have been sent a letter last July notifying them of the information held by the Council about their property and asking them to tell us about any wrong information.

### How are the new rents calculated?

The new rents are calculated using a mixture of a "points formula" and a base rent in order to give the Council sufficient money to balance the books - something we have to do by law. Points are awarded against various property features and a value is given to each point, as follows.

<b>Weekly base rent (2000/01):</b>	<b>£28.3021*</b>
<b>Weekly value per point (2000/01):</b>	<b>£0.18292*</b>
<b>(*based on a 48 week rent cycle)</b>	
<b>Type of property:</b>	
Detached house or bungalow	<b>50 points.</b>
Semi-detached/end of terrace house or bungalow	<b>40 points.</b>
Terraced house or bungalow	<b>35 points.</b>
Ground floor flat	<b>30 points.</b>
Flats above ground floor (including those served by lifts)	<b>20 points.</b>
Flats above two storeys (without a lift)	<b>10 points.</b>
Bedsit	<b>No points.</b>
Designated defective dwellings	<b>minus 5 points.</b>
<b>Number of bedrooms.</b>	
For each bedroom	<b>10 points.</b>
<b>Internal living area.</b>	
Internal living area less than 45m <sup>2</sup>	<b>No points.</b>
Internal living area 45m <sup>2</sup> to 74m <sup>2</sup>	<b>5 points.</b>
Internal living area 75m <sup>2</sup> to 94m <sup>2</sup>	<b>10 points.</b>
Internal living area 95m <sup>2</sup> and above	<b>15 points.</b>
<b>Central heating (points per radiator to a maximum of 8 radiators).</b>	
Mains gas central heating	<b>2 points.</b>
Other type of central heating	<b>1.5 points.</b>
<b>Other heating.</b>	
Storage heaters (per heater)	<b>1 point.</b>
Solid fuel (no radiators)	<b>No points.</b>
Warm air electric heating	<b>No points.</b>

### Glazing.

Full double glazing	10 points.
Partial double glazing	5 points.
All other forms of glazing	No points.

### Other features.

Two internal toilets	2 points.
Exclusive use of garden	5 points.
Shared garden	2 points.
House with no garden	minus 5 points.
Sheltered property with resident warden	5 points.
Sheltered property without resident warden	2 points.

Please note this list does not include any additional charges that you may have to pay (such as water or sewerage charges that may be payable with the rent, or for garages let as part of your house tenancy). These will be charged separately and notified to you in your annual notice of rent.

*It is also important to note that restructuring is taking place at the same time as the Council is increasing its rents by 4.5% in order to provide sufficient money for repairs and maintenance. This has been taken into account in the base rent and points value.*

### How does rent restructuring work in practice?

Here is an example of how rents will look as a result of restructuring.

A three bedroom semi-detached house, living area of 80m<sup>2</sup>, with mains gas central heating and 8 radiators, double glazing and its own garden will attract the following rent.

Base rent:		£28,3021.
Semi-detached house or bungalow	40 points	
Three bedrooms	30 points	
Internal living area 75m <sup>2</sup> to 94m <sup>2</sup>	10 points	
Mains gas central heating (8 radiators)	16 points	
Full double glazing	10 points	
Two internal toilets	2 points	
Exclusive use of garden	5 points	
<b>Total points</b>	<b>113 points</b>	<b>£20.67</b>
<b>Weekly Rent (48 weeks)</b>		<b><u>£48.97</u></b>

Any other charges you may have to pay (such as water, sewerage, alarms or garages let as part of your house tenancy) will be in addition to those set out in the above example.

### What does this all mean for rents?

Rents will more accurately reflect the type of property in which you live not where you live. It is not a means for the Council to increase rents across the board. Some rents will go up as a result of rent restructuring but just as many will come down.

### **Will big changes to rents be imposed in one go?**

No. Tenants whose rents increase by more than £3 per week as a result of restructuring will have the increases phased in. The larger the increase the longer the increase will be phased in. However, because the Council has to balance its books, rent reductions will also need to be phased in according to the same principle.

Where a property becomes empty, the new rent will be applied to the new tenancy straight away.

### **What if the Council carries out improvements to my home - will this affect my rent?**

Yes, if the improvements involve an increase in property points. The Council wants to improve its properties and to safeguard the long-term interests of tenants (both current and future) and regards modernisation and improvement as an essential part of this strategy. Tenants will not be able to refuse works to be carried out because they fear it might mean an increase in rent.

### **What do I do if I think the Council is charging me the wrong rent?**

If you think that the Council has got it wrong – for instance we are charging you for a three bedroom house when in fact you live in a one bedroom flat - please contact your local Area Office as soon as possible. Our officers will investigate your query and put right any mistakes we have made. Your rent will then be recalculated.

#### **Here, then are some important things to remember about the rent restructuring exercise.**

- *All properties will attract a "base rent" of £28.30 a week in 2000/01.*
- *The value of each point for 2000/01 will be £8.78 per year or £0.1829 per week.*
- *Yes, a lot of rents will go up, but just as many will come down!*
- *The same type of property will be charged the same rent, wherever it is in Powys.*
- *All property information is thought to be correct at 31<sup>st</sup> August 1999. All improvements carried out after this date that have a points value will need to be taken into account in future years.*
- *If you think we've based your rent on the wrong information, please get in touch with your local Area Office.*
- *Rent restructuring is taking place at the same time as the Council is putting up rents by 4.5%.*

This page is intentionally left blank

Appendix 2: Points for Rent Setting – Options 1,2 and 3

OPTION 1:

Bedrooms	Points	Heating	Points	Prop Type	Points
1	10	Air Source Heat Pump	3	Bungalow	30
2	20	Communal Boiler	5	1 <sup>st</sup> Floor Bedsit	5
3	30	Electric Boiler	0	Ground Floor Bedsit	10
4	40	Gas	5	1 <sup>st</sup> Floor Flat	16
5	50	LPG	2	Ground Floor Flat	20
6	60	Oil	5	2 <sup>nd</sup> Floor Flat	14
		Solid Fuels	5	3 <sup>rd</sup> Floor Flat	12
		Solid Fuels	5	House	30
		Storage Heaters	2	Parlour Type House	40
				Maisonette	16

OPTION 2:

Bedrooms	Points	Heating	Points	Prop Type	Points
1	0	Air Source Heat Pump	3	Bungalow	30
2	10	Communal Boiler	5	1 <sup>st</sup> Floor Bedsit	5
3	20	Electric Boiler	0	Ground Floor Bedsit	10
4	40	Gas	5	1 <sup>st</sup> Floor Flat	16
5	80	LPG	2	Ground Floor Flat	20
6	160	Oil	5	2 <sup>nd</sup> Floor Flat	14
		Solid Fuels	5	3 <sup>rd</sup> Floor Flat	12
		Solid Fuels	5	House	30
		Storage Heaters	2	Parlour Type House	40
				Maisonette	16

OPTION 3:

Bedrooms	Points	Heating	Points	Prop Type	Points
1	10	Air Source Heat Pump	3	Bungalow	90
2	20	Communal Boiler	5	1 <sup>st</sup> Floor Bedsit	15
3	30	Electric Boiler	0	Ground Floor Bedsit	30
4	40	Gas	5	1 <sup>st</sup> Floor Flat	48
5	50	LPG	2	Ground Floor Flat	60
6	60	Oil	5	2 <sup>nd</sup> Floor Flat	42
		Solid Fuels	5	3 <sup>rd</sup> Floor Flat	36
		Solid Fuels	5	House	90
		Storage Heaters	2	Parlour Type House	120
				Maisonette	48

This page is intentionally left blank



Appendix 3: Average Rent Options

Property type	Bedrooms	Old average Rent	New Average Rent									
			Option 1		High/Low Diff		Option 2		High/Low Diff		Option 3	
Bungalow	1	73.41	71.18	3.34	-8.78	69.31	1.32	-11.3	76.67	9.29	-1.87	
Bungalow	2	78.56	77.7	6.12	-6.26	77.22	5.76	-6.62	79.94	8.42	-4.23	
Bedsit 1st Floor	1	55.54	53.07	-2.68	-2.68	47.36	-8.86	-8.86	49.47	-6.58	-6.58	
Bedsit Ground floor	1	57.05	56.7	0.55	-17.24	51.76	-4.8	-22.59	54.9	-1.39	-19.18	
Flat 1st Floor	1	65.34	60.81	0.37	-14.28	65.76	-3.98	-18.63	65.05	0.81	-13.84	
Flat 1st Floor	2	71.41	68.24	2.99	-14.1	74.58	0.3	-16.79	68.69	-0.49	-17.58	
Flat 1st Floor	3	75.66	75.53	3.86	-4.51	56.75	2.84	-5.53	61.33	-3.55	-11.92	
Flat Ground floor	1	68.58	63.93	0.72	-11.83	60.54	-2.96	-15.51	65.79	2.73	-9.82	
Flat Ground floor	2	74.43	71.17	5.43	-8.17	69.3	3.41	-10.19	69.41	3.52	-10.08	
Flat 2nd Floor	1	65.81	59.59	-5.72	-8.85	55.26	-10.41	-13.54	59.26	-6.08	-9.21	
Flat 2nd Floor	2	69.67	66.83	-0.68	-7.66	72.82	-3.7	-10.68	66.52	-4.95	-11.93	
Flat 2nd Floor	3	70.03	74.08	4.38	4.38	64.04	3.02	3.02	62.89	-3.81	-3.81	
Flat 3rd Floor	2	66.6	65.38	-0.85	-2.25	62.29	-4.2	-5.6	60.71	-5.91	-7.31	
House	1	67.83	71.18	4.39	-1.55	104.39	2.37	-3.57	87.53	10.34	4.4	
House	2	79.15	78.35	9.87	-7.99	78.01	9.02	-8.35	80.27	13.08	-5.96	
House	3	83.64	85.58	8.22	-5.4	69.31	9.53	-4.09	76.67	6.34	-7.28	
House	4	88.5	92.88	10.49	-1.03	86.78	22.97	11.45	83.89	4.69	-6.83	
Maisonette 1st Floor	2	69.62	68.01	0.89	-3.63	65.47	-1.8	-6.32	64.93	-2.59	-7.11	
Maisonette 1st Floor	3	74.69	74.98	2.89	-7.3	73.92	1.8	-8.32	68.42	-3.33	-14.71	

This page is intentionally left blank

## New Rent Setting Policy

### Tenant Consultation Comments and Responses

Below are comments received during the tenant consultation on the Rent Setting Policy in December 2016.

Reference	Comment	Response
1	<p>Dear Sir or Madam ,</p> <p>Thank you for your letter and information.</p> <p>Some points I find slightly confusing.</p> <p>In the initial letter the mention of capped rents I think is misleading perhaps not intentionally but no rents are ever capped and this should either be explained in more detail so to allay confusion.</p> <p>Secondly in your tables 1 to 3 the variable of bedroom points heating and property types are not entirely covered unless I am mistaken. E.g. how many points for a two bed bungalow, gas central heating .</p> <p>Thirdly where do the points relate when you look at the rent comparisons.</p> <p>Also I think the consultation period is somewhat short before a decision is made.</p> <p>My view of consultation is a consideration before decision.</p> <p>However it seems that consultation is you can have the choice of three options and pick one but have no control of the outcome.</p> <p>If we as tenants have to select these or one particular option it should be made clear that this will be a fixed figure for a period of how many years especially when you say the rents may be capped.</p> <p>Especially if the Welsh government decide in twelve months time this was a bad idea and want to change the system all again.</p> <p>I am not trying to be pedantic over this issue just that I want it clear what is involved best for the Tennant and to a lesser extent for Powys.</p> <p>I make this comment as yearly increases are a norm along with cuts in services.</p>	<p>Rents are not capped for all time, however, if rents need to increase as direct result of this new model the amount of increase is capped. The cap for the rate of increase is current rent, plus inflation as measured by the Consumer Prices index (CPI) plus 1.5% plus £2.</p> <p>In the tables it was not possible to include every variable or combination of property, size and heating type. We have shown a range for illustrative purposes.</p> <p>The points are a “weighting”, so within the overall rent model certain characteristics attract different weightings to give differential rent values. However, there is not a fixed cash amount for each characteristic.</p> <p>The rent charged will continue to change year on year, future changes will remain in line with the proposed policy, if accepted. The Authority has regular contact with Welsh Government Officials and there is no indication that they are likely to change the rent setting guidance.</p> <p>The effect of the changes in the rent setting policy will not increase the overall rent debit figure, that is the overall rental income available to Powys. It is simply creating a fairer way of charging different rents for different properties. However, as the</p>

	<p>I have extremely effective ways of cutting large costs to the councils rather than constantly increasing rents rates etc.</p> <p>I apologise what may seem a rant but just a concerned resident of Powys who has to pay increases for some other persons bright ideas to cover other cost which are no doubt nebulous.</p> <p>If this has not helped I apologise but could my questions be answered. Many thanks.</p>	<p>changes will come in from the start of April, the introduction of these changes will coincide with the introduction of the annual rent increase.</p>
2	<p>HAVING READ YOU DISERTATION REGARDING THE ABOVE</p> <p>ALTHOUGH I AGREE WITH MODEL ONE</p> <p>I THINK SOME CONSIDERATION SHOULD BE GIVEN BETWEEN TOWN AND COUNTRY</p> <p>I LIVE IN THE ABSOLUTE SOUTH OF POWYS WE ARE ALWAYS LAST TO RECEIVE UPGRADES AND CONTRACTUAL WORK MAINTAINACE IS ALWAYS SLOWER</p> <p>PUBLIC TRANSPORT IS NON EXSISTANT PARTICULARLY IF LIKE MYSELF YOU HAVE TO US A WHEELCHAIR</p>	<p>A discussion around offering differential rents based on location has been had. However, for some people a rural location is more attractive and for others a more urban location is more attractive. As the difference between rural and urban locations is largely subjective, we have concluded that it is not helpful to offer differential rents. Also, given the largely rural nature of Powys there are many communities where it would be difficult to judge if they were urban or rural.</p>
3	<p>My only observation would be that if one were disabled, then the choice of a house or a 1st floor flat cannot be considered. So it would not be conducive to charge them a higher rent because they could not physically manage the upper levels.</p>	<p>This is accepted.</p>
4	<p>Thank you for the opportunity to comment on the Council's Rent proposals.</p> <p>I have read the Setting Proposals online and in fact I was of the opinion that of the three factors mentioned only one had anything new about it and the other two had always been used. If Option 2 is your preferred choice then I have to say I agree with you. It does seem however that there is some element of "suck it</p>	<p>The preferred option is Option 1. We are happy to review the effectiveness of the new rent setting system after 12 months operation.</p> <p>The Policy will be a county wide policy.</p>

	<p>and see” about all the proposals. We as tenants would be better approached after your system has been used for twelve months. I think we expect rents to rise annually for whatever reason and we have no way of influencing the rise in any way. You say that the overall rent collected by the Council will not rise in total so that a fairer distribution of costs would seem to be the target. In this day and age the only thing that the Council is consistent in is its pleas of poverty to provide any and every service.</p> <p>The criteria you use in your new proposals seem fair to me but any such policy should apply on a County-wide basis otherwise you have the possibility of establishing “ghettos” based on rent costs. Currently you seem to establish tenancies on a County basis due shortages of housing and not the old local way in past times. This has to some extent affected estates as tenants from different levels of society become more mixed with their differing values, etc causing ill-will at best.</p> <p>I would ask you again to consider coming back to us after this coming financial year has proved the worth of the new system.</p>	
5	<p>I feel it is right that the setting of rents is reviewed</p> <p>It is a shame that with all the technology available that the Council does not have in its hands already all the relevant info it needs.</p> <p>I think that Rural Areas should be accessed at a lower rate.</p> <p>I await with interest how this will affect this property</p>	<p>The Housing team has plans in place to collect the information it needs in regards to SAP rating.</p> <p>As mentioned in response to comment 2: A discussion around offering differential rents based on location has been had. However, for some people a rural location is more attractive and for others a more urban location is more attractive. As the difference between rural and urban locations is largely subjective, we have concluded that it is not helpful to offer differential rents. Also, given the largely rural nature of Powys</p>

		there are many communities where it would be difficult to judge if they were urban or rural.
6	Hi am sending this on behalf of what I think of the new proposals. I see why the council have to do it but worry about how much it will go up to as council rent should always be affordable and nothing like the private sector in the Brecon area. My property for one is very expensive to heat as the cavity wall insulation has been removed due to damp issues and I don't have much loft insulation. Also another factor should be taken into account are ones living out of the main towns as they need to travel to get anywhere such as myself please take my points into consideration my point with the heating is until you get all properties SAP tested how can you truly know what it is going to cost.	<p>We aim to keep rents affordable. The overall rent debit is not increasing due to these proposals, we are simply looking at a new way to charge differential rents for different properties. Rents will remain within the Welsh Government guideline rent as we are required to do. Housing Benefit/Universal Credit will support those on low incomes.</p> <p>We are confident the use of heating type to offer a differential rent is a fair and meaningful alternative to using SAP. However, we will bring in SAP rating as soon that information is available.</p>
7	I have spoken with a tenant who wanted to point out that we should also be considering how many rooms a property has downstairs as some 2 bedroom houses have a kitchen, dining room and living room and some 3 bedroom houses only have 2 rooms downstairs.	We agree that we need to add in a new category of "Parlour Type House" to cover the larger style property. This type of property will have additional points.
8	<p>Hi; The suggestions appear to be equitable and fair as far as can be ascertained right now. There is a case for a "discount" of "points" for properties in rural areas which do not benefit from the same community facilities the council provides in population centres.</p> <p>What might assist in a more fluid turnover of properties and a more efficient resource allocation is for there to be a website with "To Let" properties for exchange within the council. EG. I do not claim HB, pay all my own rent and CT and, due to unforeseen circumstances, could actually afford a little extra rent for a 2 bed bungalow thus freeing up an adapted ground floor 2 bed flat. There must be others whose circumstances change and where more flexibility of tenure might help the council in the optimal allocation of resource.</p>	Points noted

9	<p>I have read the above with interest, and agree with most points to be fair. However, I would also take into consideration the location of the property when calculating the heating type category of the points system. Where I live, Ffrydd Terrace, Knighton, we have both the supposedly more efficient gas type boiler, and fitted this year, external wall insulation (which I have found to have made little or no improvement to heating economy at all) However, as the house, and adjoining houses are located at the foot of the woods, very little sun is seen in the area in the autumn and winter months. As a result, fuel bills are higher due to living in the shade several months a year, particularly so with a young family and thus necessitating heating every room. Will residents be asked what fuel bills they are paying during consultation?? With very high heating bills in my, and similar areas, further rent increase above the annual increment could become unaffordable, or lead to families choosing between food or heating in extreme cases.</p> <p>Thank you for your time</p>	<p>Actual fuel bills will not be taken into account in setting the rent. Each household will use their heating system differently affecting their heating costs differently. Therefore, it would not be equitable to use actual heating costs as a factor in setting rent. We feel that using the efficiency of heating system provided is a fair factor for rent setting.</p>
10	<p>A tenant asked me to let you know that he feels that the consultation period is too short as feedback needs to be in by 23 December and he thinks that this will not be long enough for some people.</p>	<p>Whilst the three weeks for consultation is compressed we feel it does offer a reasonable period of time for people to consider what is proposed.</p> <p>All tenants will be written to in early 2017 with the details of their new rent. If tenants have further points to make at that time, then the Housing team will be pleased to have this discussions. The policy will be reviewed in 2017 to ensure its effectiveness.</p>
11	<p>I have a small private pension and I have to pay rent and council tax. Whereas some people who have not worked and so don't have a private pension get everything paid for.</p>	<p>Housing Benefit/Universal credit will continue to support tenants on the lowest incomes.</p>
12	<p>What has the heating type got to do with the rent? The area you live and the amenities in the locality should be considered in rent setting.</p>	<p>The guidance from Welsh Government is that Local Authorities should use SAP rating to help set rent. This is because it is acknowledged that fuel poverty is an important issue for many tenants. Heating type is a very important component of the SAP rating and so we will use this data as a proxy for SAP until the SAP</p>

		<p>rating data is available. The effect of this is that if we offer two identical properties but one property has an efficient gas boiler and the other has a less efficient electric storage heaters, the one with the storage heaters has to pay more to heat their home but they pay a slightly lower rent.</p> <p>As mentioned above: A discussion around offering differential rents based on location has been had. However, for some people a rural location is more attractive and for others a more urban location is more attractive. As the difference between rural and urban locations is largely subjective, we have concluded that it is not helpful to offer differential rents. Also, given the largely rural nature of Powys there are many communities where it would be difficult to judge if they were urban or rural.</p>
13	<p>With regard to the above I found the scales of rents difficult to understand as there was no explanation of the value of the points system. However, I do believe that different rent scales should be allocated in the areas having less services available, i.e. cheaper heating systems, transport systems and the convenience of local shops etc. which are available in the better off areas.</p>	<p>We have taken heating systems into account however, we have decided not to take into account the location of other services. We believe this to be the same issue as the rural/urban issue as discussed above.</p>
14	<p>I am writing with reference to the above subject I totally oppose this policy I find it unfair and it will force an increase of rent for those in accommodation which for example have 3 bedrooms or more in effect it is a bedroom tax. Yet again it appears to be a money making scheme for Powys councils, I fear it will put more pressure and stress on people already struggling to pay their way. I really hope that this proposed policy fails.</p>	<p>This is not a tax it is a rental payment. In the housing market larger properties do cost more, the larger the asset the higher the price (generally speaking).</p> <p>This is not a money making scheme the total rent collected will remain the same – other than the annual rent increase from April 2017.</p>



15	<p>Having read the information available regarding the above, I would like to make the following observations:</p> <ol style="list-style-type: none"> <li>1. Whilst I understand that Powys CC you do not have the information needed regarding the energy efficiency of all properties, I am unhappy that those of us with better heating systems pay a higher rent. If our homes are not well insulated we could also face higher heating charges. I live in a flat with uninsulated concrete floors and cavity wall insulation that has allegedly created the damp problem I have. I also notice that solid fuel systems score higher points and I am confused by this.</li> <li>2. Regarding the points scored for flats, I think consideration should be given to whether the flat has internal or external access. I also believe that the floor that a flat is located on is irrelevant. I appreciate that upper floors are not so easy to access, but as a ground floor tenant I feel that the difference in rent should be cancelled out by the amount of noise disturbance ground floor tenants experience from the flats above and adjacent. I am particularly disturbed by the tenant above using the toilet, playing music and running the tumble dryer, but she hears nothing from my flat. I am also disturbed by tenants and visitors chatting right outside my front door, but other tenants don't have this on the upper floors. The toilet soil pipe from the flat above mine actually runs through my flat rather than the pipe being directed outside. I believe that under current building regs this isn't allowed. The toilet in the flat above is located directly above mine and it is most unpleasant listening to someone using the toilet above whilst I clean my teeth, but I have to pay extra for the privilege.</li> </ol>	<p>We believe that heating type is an acceptable proxy for SAP rating. However, once the SAP rating is known for all properties we will revert to this factor for rent setting. We are embarking on a programme of upgrading the insulation to all of our homes.</p> <p>The idea of basing rent for a flat on whether there is internal external access adds a layer of complexity. Also, some tenants may be happier with internal access for additional security and some may be happier with external access as it may feel more homely. We would not want to set rent using what is a fairly subjective criteria.</p> <p>Ground floor flats tend to have better access because of the lack of stairs and so we have given more weighting to this factor. However, it is accepted that any flat with a flat above can be subject to noise nuisance.</p> <p>We are treating every bedroom as bedroom as long as it is over the minimum size permitted. To get into issues of measuring every bedroom and offering differential rents based on the results would create an over complicated and unwieldy system. We want a rent setting system that is easy to understand and easy to administer.</p> <p>Parking facilities are often the cause for dispute. Where parking provision is made in a communal car park there is frequently insufficient to provide car parking spaces for all tenants. Therefore, it would be unfair to add this facility to the rent.</p>
----	---	--

	<p>3. Rather than scoring points for number of bedrooms, I think the system should be based on how many people the accommodation sleeps. My flat has two bedrooms but only sleeps two. The bedrooms are only 2 sq ft over the maximum size of a child's bedroom (based on what I have read about bedroom tax). These flats were originally built for elderly people and have single bedrooms, the second bedroom which is the same size, is located off the lounge for some strange reason. I have seen one bed flats and bungalows that have larger bedrooms and can sleep two but I have to pay higher rent or bedroom tax so that I can have somewhere to put a wardrobe, freezer and tumble dryer (my kitchen is tiny too).</p> <p>4. I also think that vehicular access and parking facilities should be taken into account.</p>	
16	<p>My home is a non-traditional prefab structure and is very cold and damp. Can that be taken into account when setting the rent.</p>	<p>We are currently seeking to improve the thermal insulation of all of our properties. We are not taking construction type into account when setting rent. There are many construction types and different properties can be affected by different issues over their lifetime. The improvements we are currently making to non-traditional type properties should make them no more expensive to heat than many traditional type of homes.</p>

# C21- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL

### CABINET REPORT 7 February 2017

**REPORT AUTHOR:** County Councillor Rosemarie Harris  
Portfolio Holder for Property, Buildings and Housing

**SUBJECT:** Housing Revenue Account Rent and Related Charges  
Increase for 2017/18

---

**REPORT FOR:** Decision

---

#### 1. Summary

- 1.1. This report sets out the proposed rent increase for Council Housing Rents, Garage Rents and all property and tenancy related service charges.

#### 2. Proposal

- 2.1. The Housing Revenue Account (HRA) is made up of income from rents and other Housing related charges. This income is used to fund all Housing landlord related services including salaries, central service recharges and all services delivered to our tenants. It also underpins our ability to meet the Housing Business Plan, a major element of which is the Welsh Housing Quality Services (WHQS), through financing the borrowing we must draw down to invest in our stock.
- 2.2. A major part of our Business Plan is the projected future rental income over a 30 year cycle. If rents are not increased annually our 30 year business plan will not be affordable, we will not be able to meet our investment commitments, nor will we be able to continue to provide high quality services to tenants and leaseholders. In addition the Welsh Government will not sign off the Business Plan.
- 2.3. Welsh Government sets guideline rents to ensure that Local Authorities set reasonable rents. They set both a target band for each authority and a target rent increase. Powys rents have now slipped below the target rent band set by Welsh Government for Powys. Powys was previously one of only two Welsh local authorities whose rents fell within the target rent band. In order to maintain a sustainable business plan it is imperative that we close the gap.
- 2.4. Welsh Government allows for a maximum increase of current rent plus CPI (1% in September 2016) plus 1.5% for 2017/18 plus £2 weekly.
- 2.5. If the Council only increases rent by 2.5%, that is CPI (1% in September 2016) plus 1.5% this will leave us below the guideline rent. The current average rent is £78.61, the 2.5% increase takes it to £80.58 and the lowest end of the guideline rent is £82.49.
- 2.6. To bring Council rents back to guideline rates Housing will be required to add an average of £1.91 per week to all tenancies on top of the 2.5% increase. That

would give an average weekly rent increase of £3.88 or 4.94% and bring rents in line with only the lowest end of the guideline.

- 2.7. However, it is considered that this level of rent increase is too high for tenants to bare as the increase is around three times the level of inflation and so it is proposed to phase the transition back to guide line rents over two years.  
**Therefore, the proposed rent increase for this year is an average of 2.5% plus £0.96. That is an average increase of £2.93 a week or 3.7%.**
- 2.8. Avoiding raising the rent to the guideline rent in one larger increase this year ensures the continued affordability of rents to tenants but is has a negative impact on income to the Housing Revenue Account. The reduction in income is approximately £250K per annum – on a total annual rent roll of around £20million. The loss of this anticipated income will not affect day to day delivery of services. However, it will curtail a portion of Housing’s capital investment programme as part of the 30 year business plan. This is sustainable in the short term, however, it is important that rents are brought to the guideline rate at the earliest possible opportunity to enable Housing to deliver on its strategy for growth and improvement.
- 2.9. Service charges will also be amended from April 2017, the amended charges are in the table at appendix 1. This year we are adding service charges for sewerage, and the provision of communal lifts.
- 2.10. It is proposed that HRA Garage rents in Powys are increased by 2.5% plus 50 pence a week to enable the ongoing funding of the garage improvement strategy and to align Powys County Council Garage rents with the Welsh average.
- 2.11. It is proposed that HRA Garage plot rents will be increased by 3.7%.
- 2.12. It is proposed that charges for Gypsy and Traveller sites will be increased by 2.5% plus £0.96 from April 2017.
- 2.13. It is proposed that other rental charges will increase by 3.7% from April 2017.

### **3. One Powys Plan**

- 3.1. The rent increase will enable the Housing Service to continue to be viable, allowing it, through its wide reach across many service areas, to support all aspects of the Powys One Plan.

### **4. Options Considered/Available**

- 4.1. The Cabinet could consider higher or lower rent increases. However, higher rents would start to challenge affordability and lower rents would put our WHQS and longer term investment plans at risk leading to poorer services in the future. Also, higher or lower rent increases would start to bring us out of line with Welsh Government guideline rents and rent increases.

## **5. Preferred Choice and Reasons**

- 5.1. It is recommended that Cabinet support the proposed 2.5% increase to rents and other housing related charges.
- 5.2. This level allows us to meet all of the Housing teams financial commitments, it allows for a robust Business Plan and maintains Powys' position within the guidelines rents.

## **6. Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

- 6.1. A properly financed Housing Service is better able to support these policies.

## **7. Children and Young People's Impact Statement - Safeguarding and Wellbeing**

- 7.1. A properly financed Housing Service is better able to support these policies.

## **8. Local Member(s)**

- 8.1. This matter has equal effect across the Council

## **9. Other Front Line Services**

- 9.1. A properly financed Housing Service is better able to support these services.

## **10. Support Services (Legal, Finance, HR, ICT, BPU)**

- 10.1 Finance – the Finance Business Partner notes the content of the report and can confirm Welsh Government set guideline rents, this allows for a maximum increase of current rent plus CPI (1% in September 2016) plus 1.5% for 2017/18 plus £2 weekly. If Powys apply the guidelines to the current average rent then this will put the weekly rate lower than the lowest end of the guideline rent. To bring Council rents back to guideline rates Housing will be required to add an average of £1.91 per week to all tenancies on top of the 2.5% increase. That would give an average weekly rent increase of £3.88 or 4.94% and bring rents in line with only the lowest end of the guideline.

In order to phase the transition back to guideline rents over two years it is proposed that the rent increase for this year is an average of 2.5% plus £0.96. That is an average increase of £2.93 a week or 3.7%. This will have a negative impact on the Housing Revenue Account of approximately £250k in rental income.

Also proposed

- To amend service charges from April 2017, adding service charges for sewerage, and the provision of communal lifts.
- Service Charges will be rolled out to include Gypsy sites.
- HRA Garage rents in Powys are increased by 2.5% plus 50 pence a week to enable the ongoing funding of the garage improvement strategy and to align Powys County Council Garage rents with the Welsh average.
- HRA Garage plot rents will be increased by 3.7%.

- Charges for Gypsy and Traveller sites will be increased by 2.5% plus £0.96 from April 2017. Service Charges also added to Gypsy for the first time
- Rental charges will increase by 3.7% from April 2017.

These increases to housing rents and other related charges will enable Powys County Council to meet all the commitments, continue to provide high quality services and support the investment in the stock under Welsh Housing Quality Standards (WHQS)

10.2 Legal - the Professional Lead-Legal has no comment on the proposal to increase rental income in line with WAG guidelines and provided that it is in accordance with the current terms of the tenancy agreements in force.

## **11. Local Service Board/Partnerships/Stakeholders etc**

11.1. This is a specific Housing Management matter, however, a properly financed Housing Service is better able to support partnerships

## **12. Communications**

12.1. We will consult with the Tenant Liaison Forum and we are required to give all existing tenants 28 days' notice of any increase in rent.

## **13. Statutory Officers**

The Solicitor to the Council (Monitoring Officer) has commented as follows: " I note the legal comment and have nothing to add to the report

13.1 The Strategic Director Resources (S151 Officer) notes the comments made by finance and has discussed the implications with the Head of Housing.

## **14. Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p><b>1.The rent increase for HRA accommodation is agreed at an average of 2.5% plus 96p for 2017/18</b></p> <p><b>2.The new Service Charge regime is agreed for 2017/18</b></p> <p><b>3. The HRA garage rent is agreed at 2.5% plus £0.50 weekly for 2017/18.</b></p> <p><b>4. Other rental charges are increased by 3.7% for 2017/18.</b></p>	<p><b>To maintain a viable Housing Service and Business Plan and remain compliant with legislation (part 4 Housing Act 2014)</b></p>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	<b>David Roffey</b>
<b>Date By When Decision To Be Implemented:</b>	<b>March 2017</b>

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
David Roffey	01874 612290		david.roffey@powys.gov.uk

**Background Papers used to prepare Report:**

This page is intentionally left blank



Appendix 1 Schedule of Service Charges

Service	Highest Weekly Charge		Lowest Weekly Charge Where Charged (NB many residents have a zero charge for most items)		How Calculated
	2016/17	2017/18	2016/17	2017/18	
Grounds Maintenance (for flats and bungalows only)	£2.10	£1.33	£0.04	0.04	Calculated on a site by site basis, based on actual meterage and the cost of the contract.
Communal Cleaning	£1.15	£1.20	£1.15	£1.20	Based on the global cost of the contract divided by all recipients of the service.
Communal Heating and Lighting	£1.01	£0.73	£1.01	£0.73	Based on the cost of the service globally divided by all recipients.
Fire Safety Work	£1.61	£1.66	£0.21	£0.08	Based on actual costs per block and divided by all residents of the block.
TV Aerials	£.52	£0.17	£0.01	£0.04	Based on the costs associated with each aerial and divided by all potential recipients.
Repairs to Entrance Doors	£5.13	£1.84	£0.06	£0.06	Based on actual costs per block and divided by all residents of the block.
Communal Washing Lines	£.05	£0.26	£0.04	£0.03	Based on actual costs per block and divided by all residents of the block.
Sewerage Treatment	N/A	£4.62	N/A	£4.62	Based on the cost of the service contract for 2017/18 (this year's figure is used because the figure for 2016/17 was uncompetitive). The costs of additional repairs in 2016/17 is added, with the cost spread over 5 years. The running costs ie electricity and grounds maintenance. All costs pooled between all recipients of the service so each user is charged the same amount.
Lift Maintenance	N/A	£6.49	N/A	£6.49	Costs split equally between all tenants
Administration of service charges	£0.42	£0.43	N/A	N/A	Costs split equally between all tenants and leaseholders who pay service charges

This page is intentionally left blank

# C22- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL

### CABINET 7th February 2017

**REPORT AUTHORS:** County Councillor Arwel Jones  
Portfolio Holder for Education  
County Councillor Wynne Jones  
Portfolio Holder for Finance

**SUBJECT:** Outcome of consultation on proposed revisions to the Authority's Fair Funding Formula for Schools and Scheme for Financing Schools

---

**REPORT FOR:** Decision

---

#### Summary

Under the School Funding (Wales) Regulations 2010 the Authority has a duty to allocate funding to schools in the form of budget shares, using a locally determined funding formula, and to review these arrangements on a regular basis. Under the Regulations the local authority must also have a Scheme for Financing Schools in place which defines the financial relationship between the authority and its schools.

A review of the Authority's Fair Funding Formula for Schools and Scheme for Financing Schools was undertaken during September/October 2016. Schools Forum representatives from all sectors were involved in formulating the proposals. The proposed changes were supported by Schools Forum and approved by the Portfolio Holders for Education and Finance for consultation with schools and others. Consultation in respect of the proposed changes was carried out between 7<sup>th</sup> November and 16<sup>th</sup> December 2016.

26 responses to the consultation exercise were received, as follows:

18 primary schools/governing bodies  
7 secondary schools/governing bodies  
1 Diocesan Authority

A summary of responses and comments received is provided in **Appendix A**.

In addition, letters were received from 2 primary school governing bodies and 3 secondary school headteachers/governing bodies. The response from Newtown High School was submitted at the request of Finance and Schools Service officers following a meeting with the Headteacher and Business Manager (see **Appendix B**)

#### **A. PROPOSED IMPLEMENTATION DATE 1<sup>ST</sup> APRIL 2017**

##### **a. Lump Sum Allowance (Primary)**

- Currently a lump sum for management time of 0.6 fte is provided for schools with between 1 and 100 pupils and 0.65 fte for schools with 101+ pupils. A second lump sum of 0.6 fte for schools with between 1 and 100 pupils and 0.5 fte for schools with 101+ pupils is provided for dual stream schools.
- To simplify the funding formula it is proposed that the two allowances are merged into a single Lump Sum as follows:

No of Pupils	Single Stream	Dual Stream
1-100	0.60 fte	1.20 fte
101+	0.65 fte	1.15 fte

**This proposal will not impact on an individual school's funding allocation**

*One respondent queried the reference to a lump sum being provided for management time of 0.6 fte. To clarify, the 0.6 fte lump sum provided in the formula for all schools is provided for a combination of management time and small school protection. The level of teaching time considered appropriate for Headteachers is under review and any revised funding will be included in class size protection funding.*

**b. Admin Allowance (Primary and Special)**

Schools currently receive separate lump sum allowances for Clerical and Clerking.

To simplify the funding formula it is proposed that the two allowances are merged into a single Admin Allowance.

**This proposal will not impact on an individual school's funding allocation**

**c. Welsh-medium Resources (Primary)**

Welsh-medium and dual stream schools currently receive an additional £2,500 lump sum plus £30 per Welsh-medium pupil to recognise the costs incurred in purchasing Welsh-medium learning resources and translation costs.

It is proposed that this funding is merged with the Other Educational Costs Allowance for Welsh-medium and dual stream schools.

**This proposal will not impact on an individual school's funding allocation**

**d. Special Schools Funding**

In 2016-17 it was agreed that funding for special schools should be allocated on:

- (1) a fixed level of funding allocated for each pupil; and
- (2) specific pupil-related funding allocated to support the needs of individual pupils (banding)

The new model of funding special schools has shadowed the current funding formula during 2016-17. During the Autumn Term 2015 the three special schools and officers from the Authority undertook an audit exercise involving approximately a 1/3rd of the special school pupil population.

This audit has now been completed and it is proposed that the base funding per pupil and banding weightings are adjusted to reflect the available budget.

**This proposal will have some impact on individual school budgets, but the overall impact will be neutral.**

#### **e. Teaching Cost Allowance**

The required efficiencies from the schools delegated budget from 2014-15 to 2016-17 are currently achieved through an efficiency allowance for each sector based on the total delegated budget.

It was proposed that this allowance is incorporated into the teaching cost allowance together with the impact of an expected further 1% efficiency required from the schools delegated budget due to 2017-18 pay awards.

#### **Primary Schools**

The impact of including the projected £2.17 million cumulative annual efficiency in 2017-18 within the teacher:pupil ratio will increase the funded ratio from the current 1:25 to 1:28.1

#### **Secondary Schools**

The impact of including the projected £1.93 million cumulative annual efficiency in 2017-18 within the teacher:pupil ratio will increase the funded ratio from the current 1:23 to 1:26.5

**This proposal will have some impact on individual school budgets, but the overall impact will be neutral within each sector.**

*Although concerns were expressed during consultation regarding this proposal it is proposed that no change is made to the proposal as incorporating efficiencies into the Teaching Cost Allowance clearly illustrates the impact of efficiencies on pupil:teacher ratios.*

#### **f. Nursery Age Pupil Funding (Primary)**

Following the Authority's decision to change the age of admission into primary schools **from** the start of the term in which a child has his/her fourth birthday **to** the start of the school year following his / her fourth birthday, the following proposals are made:

- i. that for the 2017-18 financial year funding in respect of Nursery aged pupils will only be provided for the period 1st April 2017 to 31<sup>st</sup> August 2017;

- ii. that for the remainder of the 2017-18 financial year and subsequent financial years, primary schools will only receive funding for pupils of Reception to Year 6 age.

This proposal is projected to reduce the funding for primary schools by £2.8 million per year (£1.63 million in 2017-18).

#### **g. Split Site Allowance**

The Split Site Allowance is currently the same within each phase and across phase, with a school with 2 sites of less than 20 minutes travel receiving a funding allowance of 0.25 fte of a teacher and a school with 2 sites with greater than 20 minutes travel between them receiving a 0.50 fte uplift.

#### **Primary Schools**

It is proposed that a school operating over two or more sites will be funded as a single school in respect of pupil numbers, language uplift, floor area, SEN/ALN, lump sums etc. In addition it is proposed to add the following 3 criteria to a split site school:

- i. That a school operating over two sites should have an uplift of 0.25 fte for the second and every subsequent site.
- ii. That each site should be treated as a separate site in respect to minimum teacher led funding, with a school of 30 pupils or less being funded at a minimum of 1.80 teachers and a school of 31 pupils or more being funded at a minimum of 2.00 teachers. Workload funding would be in addition to these levels.
- iii. That each site be treated as a separate site in respect of consideration for class size protection funding.

#### **Secondary Schools**

It is proposed that a school operating over two or more sites will be funded as a single school in respect of pupil numbers, language uplift, floor area, SEN/ALN, lump sums etc. In addition it is proposed to add the following 2 criteria to a split site school:

- i. That a school operating over two sites should have an uplift of 0.25 fte for each year group in KS3 / KS4 (1.25 fte).
- ii. That each site should be treated as a separate site in respect of the uplifts provided through the KS3 and KS4 small schools allowances.

#### **Middle Schools**

It is proposed that a school operating over two or more sites will be funded as a single school in respect of pupil numbers, language uplift, floor area, SEN/ALN, lump sums etc. In addition it is proposed to add the following 4 criteria to a split site school:

- i. That a school operating over two sites should have an uplift of 0.25 fte for the second and every subsequent site.
- ii. That each primary site should be treated as a separate site in respect to minimum teacher led funding, with a school of 30 pupils or less being funded at a minimum of 1.80 teachers and a school of 31 pupils or more being funded at a minimum of 2.00 teachers. Workload funding would be in addition to these levels.
- iii. That each secondary site should be treated as a separate site in respect of the uplifts provided through the KS3 and KS4 small schools allowances.

- iv. That each site should be treated as a separate site in respect of consideration for class size protection funding.

*During consultation concern was raised regarding the impact this change would have on individual school budgets and it is proposed that the implementation date is deferred to 1<sup>st</sup> April 2018 or the opening date of any new split site school to enable further work to be undertaken on the proposal.*

#### **h. Repairs and Maintenance Funding (Aided and Foundation Schools)**

Due to the ownership and capital responsibilities of school buildings under the current formula, Aided and Foundation Schools only receive funding in respect to the tenant responsibilities for repairs and maintenance. This method of funding causes confusion with schools and officers around the split of responsibilities.

It is proposed that funding for Aided and Foundation Schools in respect of Revenue Repairs and Maintenance is allocated on the same basis as for Community and Church Controlled Schools.

**The proposal will have some impact on individual schools budgets, but the overall impact will be neutral.**

### **B. PROPOSED IMPLEMENTATION DATE 1<sup>ST</sup> APRIL 2018**

#### **a. Pupil Counting Date (All Schools)**

Pupil numbers used for funding are currently based on actual numbers on roll on the January PLASC census date in the January prior to the start of the financial year. Provision is also made under the current arrangements to make budget adjustments and additional financial support to schools which have significant fluctuations in pupil numbers. In Primary Schools this is through the Class Size Protection funding and in Secondary Schools through a pupil number adjustment if pupil numbers in Y7-Y11 increase by more than 4% between January and September.

To allow schools to develop finalised annual budgets 2-3 months earlier than currently and to bring schools into line with the Council’s budget setting process, the Review Group considered a proposal that the Pupil Counting Date should move to the Friday in the first week following the October half-term prior to the start of the financial year. Following discussions the Review Group could not reach a consensus regarding which Pupil Counting Date should be proposed and it was agreed that consultation should be undertaken on both the current and proposed options.

A matrix setting out the pros and cons of each option is set out below:

#### **January Counting Date**

<b>Pros</b>	<b>Cons</b>
Accounts for any pupil movement between October & January	January may be too late to put together formal action if numbers drop and a deficit position is projected/increased

Linked to PLASC census day	Many schools do not complete the PLASC return until near the deadline of early March. As a result inaccurate pupil number information may be used when draft budgets are prepared
Data is robust and validated by PCC and WG	Delays the production of final budget allocations to February half term

### **October Counting Date**

<b>Pros</b>	<b>Cons</b>
Brings schools into line with the Council's budget setting process	Data not robust (this would be mitigated by schools verifying pupil numbers)
Schools are able to plan earlier for the next and future financial years (pending final WG settlement)	Does not take account of any pupil movement post-October counting date
Enables the Authority to provide schools with an earlier finalised budget figure	
Allows schools to plan earlier on robust funding figures	
Schools will be able to develop more robust business cases in respect of staff reduction requirements	
Would allow the Authority to consider and approve school budget plans within 2 months of the start of the financial year (currently 4 months)	

*It is proposed that the Pupil Counting Date should move to the Friday in the first week following the October half-term prior to the start of the financial year and that schools are provided with the opportunity to verify the numbers taken from Teacher Centre and SIMS prior to the formula being run.*

#### **b. Welsh KS2 Uplift (Primary)**

Welsh-medium and dual stream schools currently receive an additional £56 per Welsh-medium key stage 2 pupil to provide increased support to introduce English as a language to Welsh-medium pupils as they commence key stage 2.

Following a discussion with the Review Group no change to this funding is proposed at this time, but a further review will be undertaken during 2017-18 which will include an analysis of how this funding is used within schools.

#### **c. LMS (SEN) Allowance and Formula element of the ALN Funding (Primary and Secondary)**

The current LMS (SEN) Allowance in both the primary and secondary sectors is allocated on the basis of 50% pupil numbers and 50% FSM numbers (averaged over



3 years). The current formula element of the ALN funding is based on 6 indicators in the primary sector and 4 indicators in the secondary sector.

It is proposed that the LMS (SEN) Allowance and formula element of the ALN funding should be merged and allocated on the following basis:

- 25% pupil numbers (statutory age range)
- 45% free school meals (statutory age range) (averaged over 3 years)
- 30% based on national test results (weighted 1.5 reading and 1.0 numeracy) (averaged over 3 years). This element would be based on the number of pupils with a standardised score of <85 plus those pupils who were disapplied from the tests. For pupils in Welsh schools or streams the standardised score from the Welsh reading test will be used, with the standardised score from the English reading test being used for all other pupils.

It is also proposed that the whole revised formula allowance forms part of the delegated schools budget.

#### Top up Funding

Schools can currently apply for 1:1 top up funding to support children with significant SEN/ALN needs, these applications are considered by the ALN Resources Panel.

If the proposals to change the formulas are approved, work would be undertaken during the 2017-18 financial year to reassess the level of 1:1 funding required by individual schools to account for the changes of funding delivered through the formula led elements of the allowances.

*A number of concerns were raised during consultation and it is proposed that no change is made to the current funding methodology for 2017-18 and that further work is undertaken by the Formula Review Working Group during the Summer Term 2017 following receipt of information regarding how ALN is funded in other Authorities. Any revised proposals to include the impact on individual schools.*

### **C. REVISIONS TO THE POWYS SCHEME FOR FINANCING SCHOOLS WEF 1<sup>ST</sup> APRIL 2017**

It was proposed that revisions are made to the following sections of the Scheme for Financing Schools (**see Appendix C for details**):

#### **Sections that are being amended and summary of change**

- 2.2 Submission of budget plans – requirement for a budget recovery plan to be submitted earlier when a deficit is projected, 4 terms prior to the beginning of the financial year in which they are projecting to go into deficit.
- 2.4 Virement – a change to the wording requiring that when a virement is actioned that will take a schools budget into a cumulative deficit position in the current or subsequent financial years, the school should immediately inform the schools finance manager.

- 2.7 Schools running businesses – includes more detailed guidance around what schools should include in the business plan that they are required to submit when they intend to run a business.
- 5.1 Income from lettings – wording amended for secondary schools now using the council’s financial system.
- 8.1 Provision of services from centrally retained budgets – amended to prohibit in year changes, to charges to schools from other council services and the requirement for consultation with schools and schools forum if increases to charges are above inflation.

## **D. FURTHER CHANGES TO THE SCHEME FOR FINANCING SCHOOLS**

Further consideration has been given to Sections 4.3 Controls and recovery of surplus balances and 4.9 Licensed Deficits of the Scheme for Financing Schools and the following revisions are proposed (revisions shown in Green):

### **a. 4.3 Controls and recovery of surplus balances**

To mirror the process found in Annex Biii the wording to be amended as below:

*If the actual cumulative outturn surplus is:*

- (a) greater than that approved by Cabinet at the start of financial year or following a subsequent report; and*
- (b) more than £50,000 (primary schools) or more than £100,000 (secondary and special schools)*

*clawback will be applied if the outturn surplus is more than (i) £5,000 or (ii) 1½% of the budget share, whichever is the greater, above the approved surplus at budget setting stage, subject to a maximum of £20,000 (primary schools) and £40,000 (secondary and special schools).*

### **b. Section 4.9 Licensed Deficits**

The removal of the following paragraph concerning collective school balances:

*Up to a maximum of 40% of the collective school balances may be used to back the arrangements for licensed deficits. Schools holding balances in their own bank accounts may be invited to participate.*

and the addition of the following paragraph under Section 4.1:

*To ensure the overall financial robustness of schools reserves the surplus balances should exceed the deficit balances. Each school will be required to meet the conditions detailed in Sections 4.2 to 4.9 on an individual basis, with the Authority monitoring the overall planned balances for each of the 3-4 years in the planning cycle.*

## Schools Forum

The Schools Forum considered the outcome of the consultation exercise at its meeting on 10<sup>th</sup> January 2017 and made the following recommendations:

(1) That the following proposals be approved:

### Implementation Date 1<sup>st</sup> April 2017 (A)

- a. Lump Sum Allowance (Primary)
- b. Admin Allowance (Primary and Special)
- c. Welsh-medium Resources (Primary)
- e. Teaching Cost Allowance
- f. Nursery Age Pupil Funding (Primary)
- h. Repairs and Maintenance Funding (Aided and Foundation Schools)

### Implementation Date 1<sup>st</sup> April 2018 (B)

- b. Welsh KS2 Uplift (Primary)

(2) That the proposal regarding Special Schools Funding (A.d.) is approved in principle but that officers review costings when the outcome of the audit is known, with the option of either deferring implementation or introducing transitional arrangements if necessary.

(3) That for the proposal regarding the Split Site Allowance (A.g.) the implementation date should be deferred to 1<sup>st</sup> April 2018 or the opening date of any new split site school, to enable further work to be undertaken on the proposal.

(4) That for the proposal regarding the Pupil Counting Date (B.a.) The Pupil Counting Date for (All Schools) move from the January PLASC date to the October half-term and that schools are provided with the opportunity to verify the numbers taken from Teacher Centre and SIMS prior to the formula being run.

(5) That the proposals regarding the LMS (SEN) Allowance and the Formula element of the ALN Funding (Primary and Secondary) (B.c.) be deferred and further work is undertaken by the Formula Review Working Group during the Summer Term 2017 following receipt of information regarding how ALN is funded in other Authorities. Any revised proposals to include the impact on individual schools.

(6) That the proposed revisions to the Scheme for Financing Schools (C), including the additional changes around Sections 4.3 and 4.9 (D), be approved, for implementation on the 1<sup>st</sup> April 2017

## Proposal

- (a) To receive and note the results of the consultation exercise on proposed changes to the Authority's Fair Funding Formula for Schools and the Scheme for Financing Schools;
- (b) To note the recommendations of the Powys Schools Forum;
- (c) To approve the proposed changes to the Authority's Fair Funding Formula for Schools, as amended by this report in paragraphs A a-h and B a – c.

- (d) To approve the proposed changes to the Authority's Scheme for Financing Schools as amended by this report in paragraphs C and D and in detail in Appendix C.

### **One Powys Plan**

Whilst the recommendations do not relate to a specific improvement objective within the One Powys Plan there is a strong resonance with both the Learning and Community and Council themes. The development and implementation of a sustainable funding and provision methodology is essential to the Corporate Health of the Authority's schools.

### **Options Considered/Available**

As part of the work undertaken by the Formula Review Group consideration was given to maintaining the status quo together with a number of options for each area where proposals have been made.

Officers have examined systems in place and the proposed revisions to the Scheme for Financing Schools will provide clarity in respect to the responsibilities of schools and the Authority.

### **Preferred Choice and Reasons**

The preferred choice is to approve the proposed revisions to the Fair Funding Formula, as detailed in this report, as it is felt that these are the most appropriate methodologies to ensure simplicity of funding and that funds are distributed to schools on a fair and equitable basis and to approve the proposed revisions to the Scheme for Financing Schools, as detailed in **Appendix C** and amended in this report, as this will strengthen and reinforce roles, responsibilities and procedures and improve the financial management of schools.

### **Sustainability and Environmental Issues/Equalities/Crime and Disorder/Welsh Language/Other Policies etc.**

The Fair Funding Formula proposals will support the development of a sustainable model for funding schools.

### **Children and Young People's Impact Statement - Safeguarding and Wellbeing**

Not applicable to this report.

### **Local Member(s)**

All schools are affected by the proposed revisions therefore all Local Members have an interest.

### **Other Front Line Services**

There are implications for pre-school providers.

## **Support Services (Legal, Finance, HR, ICT, BSU)**

BSU/ICT/Property – No impact/implications

The Professional Lead Legal – has noted that the recommendations proposed in this report have gone through the consultation process and will be supported by the Legal services where and when required.

Schools Finance Manager – Finance is fully supportive of the changes proposed, and will continue to support schools to manage the changes arising from the proposed revisions, in order that schools comply with the Scheme for Financing Schools.

HR - The Schools HR Team will continue to work with Headteachers, Governors, Trades Unions and Staff to provide advice so that any changes affecting staff that need to be made can be implemented in line with the relevant Powys County Council and School policies.

## **Local Service Board/Partnerships/Stakeholders etc.**

Not applicable to this report

## **Communications**

Communications Comment: No proactive communication action required

## **Statutory Officers**

The Solicitor to the Council (Monitoring Officer) has commented as follows: “I note the legal comment and have nothing to add to the report

The Strategic Director Resources (S151 Officer) notes the comments made by finance. Given the proposed additions to funding over the lifetime of the MTFs it is appropriate that consideration is given to a wide scale and fundamental review of the funding formula. This would ensure additional funding supports improved standards.

## **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p>(a) To receive and note the results of the consultation exercise on proposed changes to the Authority's Fair Funding Formula for Schools and Scheme for Financing Schools</p> <p>(b) To note the recommendations of the Powys Schools Forum;</p> <p>(c) To approve the proposed changes to the Authority's Fair Funding Formula for Schools, as amended by this report in paragraphs A a-h and B a – c.</p> <p>(e) To approve the proposed changes to the Authority's Scheme for Financing Schools as amended by this report in paragraphs C and D and in detail in Appendix C.</p>	<p>To meet the requirements of the School Funding (Wales) Regulations 2010 and to meet the Authority's aim of developing a sustainable model for funding schools whilst ensuring that funds are distributed to schools on a fair and equitable basis and that the funding formula is supported by procedures to strengthen and reinforce roles, responsibilities and procedures and improve the financial management of schools</p>

<b>Relevant Policy (ies):</b>	PCC Fair Funding Formula Powys Scheme for Financing Schools		
<b>Within Policy:</b>	<b>Y / N</b>	<b>Within Budget:</b>	<b>Y / N</b>

<b>Relevant Local Member(s):</b>	All
----------------------------------	-----

<b>Person(s) To Implement Decision:</b>	Corporate Finance Schools Team and Schools Service
<b>Date By When Decision To Be Implemented:</b>	1 <sup>st</sup> April 2017 / 1 <sup>st</sup> April 2018 / 1 <sup>st</sup> September 2018

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
Marie James	01597 826494	01597 826475	marie.james@powys.gov.uk

**Background Papers used to prepare Report:**

Sections 45-53 of the School Standards and Framework Act 1998  
The School Funding (Wales) Regulations 2010  
Current Fair Funding Formula  
Current Scheme for Financing Schools

Consultation on proposed changes to the Authority's Fair Funding Formula

Analysis of responses together with comments received

**A. PROPOSED IMPLEMENTATION DATE 1<sup>ST</sup> APRIL 2017**

**a. Lump Sum Allowance (Primary)**

**21 responses**                      **19 support**  
**2 do not support**

**Comments**

**Support**

- If this proposal does not impact on our school's funding allocation however the Governing Body would still like to see transparency of all funds in and out of the budget
- As long as there is definitely NO impact on our funding allocation
- Aggregation of funding elements makes sense from a central administration position
- We feel that additional management time should be allocated to larger schools e.g. 200+

**Do not support**

- The calculation does not reflect the needs of schools. Smaller schools are at an advantage and larger schools at a disadvantage. We propose to look at an alternative method with an element awarded to all schools and a supplement depending on pupil numbers and number of staff
- The information contained in this statement is inaccurate and therefore cannot be supported. Schools between 1-100 pupils do NOT currently have 0.6 management time in budgets and nor will they in the future. It is extremely concerning that a consultation document is not factually accurate and that it could be described as misleading stakeholders. Due to this error, I am unable to support a number of the following (proposals) as the validity of the information presented is under question.

**b. Admin Allowance (Primary and Special)**

**22 responses**                      **18 support**  
**4 do not support**

**Comments**

**Support**

- If this proposal does not impact on our school's funding allocation however the Governing Body would still like to see transparency of all funds in and out of the budget
- As long as there is definitely NO impact on our funding allocation

### **Do not support**

- Would prefer clerking to be separate so transparency on each position in the school is kept
- We feel that clerical and clerking should remain separate. We also feel that larger schools should have additional clerical time
- Do not support. Clerking the GB and administration of the school are different heads of expenditure and should be separately considered and identified in the budget

### **c. Welsh-medium Resources (Primary)**

**17 responses**

**13 support**

**4 do not support**

#### **Comments**

##### **Support**

- If this proposal does not impact on our school's funding allocation however the Governing Body would still like to see transparency of all funds in and out of the budget

##### **Do not support**

- Aggregation of funding elements does not assist school budget setting where individual cost should be set against individual funding stream
- Feel strongly that Welsh-medium resources should remain separate for transparency. It is essential that we can identify this in the budget
- We need to be able to offer the Welsh language resources required. These are often difficult to source and more expensive. We feel all the various elements should remain separate to allow for notification of what is being cut should this be reduced in future

### **d. Special Schools Funding**

**13 responses**

**12 support**

**1 does not support**

#### **Comments**

##### **General**

- Insufficient information to comment as audit not yet complete

##### **Support**

- If this is agreed then would suggest a copy of the banding used for the specific pupil related funding is made public

### **e. Teaching Cost Allowance**

**26 responses**

**7 support**



## 19 do not support

### Comments

#### Support

- We welcome that the required efficiencies are expressed as an increased funded pupil/teacher ratio. For too long, this figure has been hidden. However, we do believe that the impact on class sizes and curriculum offer in secondary (schools) should be explicit. It also illustrates that the current funding is insufficient to fund the current structure

#### Do not support

- Efficiencies are a euphemism for budget cuts. It is not explained how the budget cut of £4.1m will be realised in light of the statement that the overall impact in each sector will be neutral. Our school expects a reduction in funding of 12% based on an average teaching cost of £48k and 130 pupils. The capacity of the school is based on 22 pupils per class. Our Admission Number is therefore 22 but funding will be for 1:28.1. There is already a projected deficit school budget and this will only add to this instead of providing a solution.
- Concerns regarding the impact of yet larger classes. Our school is currently struggling to support large classes of 35 made up of 3 year groups. The school could not sustain further cuts to teaching support. We would like to see the impact of this on our individual school before supporting this.
- Concerns about increasing the ratio to 1:28.1. Many schools that have been built over the last 30 years have classrooms designed to house 24 or 25 pupils. Already there are too many pupils in many of these spaces (e.g. classes of 33 or 34 pupils in a classroom not big enough) and this will impact further.
- Bigger class sizes will result in a drop in standards. Always difficult to manage small schools.
- Efficiency saving requirements should be clear, not hidden.
- This would further impact on class sizes and teacher numbers – the school cannot increase class sizes any further – it will impact on workload, safety, standards and wellbeing
- This is a cut in funding – staffing is the school's biggest cost. Schools are already struggling to balance budgets and with increasing staffing costs not met by funding the situation will mean more schools in deficit. Class sizes are already large and an increase in class size has the potential to impact on standards.
- This is a cut and we cannot support cuts in pupil/teacher ratios.
- The increase in the funded ratio is a very real concern – what class sizes could this change potentially bring about – 1:35, 1:40, or worse again? We will have no choice but to take in well above the number of pupils that we should admit so that we can meet the cost of this change. What is the effect going to be on standards of learning and behaviour? What about the impact on teacher wellbeing? There will be one! Efficiencies should also officially remain on any school's budget sheet as 'efficiencies'.
- The governors are concerned at the move to a higher pupil:teacher ratio.
- It will be even more difficult to provide a good education with the pupil:teacher ratio increase.
- Oppose. If this is understood correctly, the 'efficiencies' (commonly understood to be budget cuts) would no longer be shown as a separate item in school

budgets but be hidden in a revision of teacher / pupil ratio. The effect of this device would be to make it difficult for parents to understand the amount by which the school budget is being cut each year.

PCC needs to be open with the public about the cuts which it is imposing on school budgets and this proposal gives the unfortunate impression that PCC is seeking to hide the facts from parents.

If this proposal succeeds I shall be demanding that my school's budget continues to show the present item for efficiencies so that parents can identify the reason for declining provision for pupils.

- The physical classroom space available, calculated in square metres, has set the available number of pupils per classroom. This calculation was completed by the Authority using the ratio of 1.86m<sup>2</sup> per pupil. Currently four of our class bases have a pupil places capacity below the current 1:25 ratio. Eight of our class bases have a pupil places capacity below the proposed 1:28 ratio. Currently with ten classes, three of our classrooms are over capacity by between 108% and 123%. Other classes are at capacity of 96%, 96%, 86%, 100%, 96%, 83% and (Nursery) 68% rising to 120% over the year. The 1:28 proposal will result in only having funding for eight classes meaning all classes will be filled at 100% to 132%. It is of great concern that funding for 1:28 will result in classes being filled well beyond the maximum of 105% at the start of the year in September 2017 when the change in admission age also comes into effect. Concerns for pupil safety when being placed in overcrowded conditions could leave the Authority in a vulnerable situation in the event of a pupil injury.

To internally fund additional class teachers, this will result in the removal of all LSAs in KS2 and the staffing for recommended intervention programmes being cut or drastically reduced.

Although the proposed change to the LMS (SEN) Allowance may increase due to the high SEN and high numbers of low achievement in national tests, it is not clear how much, if any, increase would be achieved by the change.

#### **f. Nursery Age Pupil Funding (Primary)**

**19 responses**

**8 support**

**11 do not support**

#### **Comments**

##### **General**

This has already been through consultation and agreed by Cabinet.

##### **Support**

- Although I am in support of this proposal it is unclear how much will need to be spent to provide the 3+ pre-school provision in each setting.

##### **Do not support**

- No doubt the expected standards of pupils in 3 year old settings will be kept the same but these children will not receive the same education due to reduced setting hours. The LA and Wales' expectations of pupil standards must therefore change. So, the LA will have saved money but compromised on standards.

- The cut has had a huge negative impact on our overall budget leading to a large deficit. We have grave concerns regarding standards of pupils on entry to Reception not having the full time teacher input from Nursery age, this is particularly so for children going through the medium of Welsh whose first language at home is English. This may result in parents not opting for Welsh-medium education in a dual stream school if their child has not had the opportunity to attend a Welsh-medium Nursery setting. Thus a drop in the uptake of Welsh!
- Schools have already had to submit recovery plans based on this so it is disappointing that a 'consultation' is being held on something that has already in effect been implemented.
- We object to the non-funding of this age group until April. We will be supporting 40-50 pupils for two terms without funding – unsustainable.
- The decision taken by the authority to make this 'saving' (cut) is flawed and only moves the costs of caring for these children from schools to pre-school. The cost of this change to our budget has been huge and unnecessary! We should have been allowed to keep the children but have them in LSA led classes rather than teacher led.
- The current capacity available for nursery pupils is 25. However, once this is converted into a pre-school provision and under the CSSIW regulations, the number of pupils cannot exceed at any one time.  
The proposal will have a negative impact on the WG priority 'reducing the poverty gap'. The school (including the new 4+ pre-school) will not be able to facilitate top up (paying for additional hours) access resulting in up to 25% less time in Foundation Phase for pupils over a four year period.
- Although the proposal is logical, PCC brought in this change at very short notice and should be providing some form of transitional allowance to help schools adjust, for example a further term's funding for Nursery numbers at July 2017.

#### **g. Split Site Allowances**

**16 responses**

**11 support**

**5 do not support**

#### **Comments**

##### **Support**

- There needs to be a recognition of the additional costs of operating over two sites

##### **Do not support**

- We do not support the split site allowance because of part ii (Secondary/Middle) only. This appears to contradict the purpose of the formula funding the two sites as a single school in respect of pupil numbers, language uplift, floor area, SEN/ALN, lump sums, etc. There is also an uplift of 0.25 teachers per year group so it is hard to understand why there needs to be a small school uplift also. Again, it appears to contradict and must to some extent negate the efficiencies expected from a split site arrangement.
- The proposal does not state the current model plus effects. To how many

schools does this apply? It seems extraordinary to provide these budgets while proposing to raise the ratio of teacher to pupil to 1:28 for schools that do not operate from two sites. If the council would like schools to confederate to keep small schools / sites open, then that should be part of the consultation. If a single site school has a teacher:pupil ratio of 1:28.1 for primary then this should be the case for all primary schools. This should be applied fairly and equally across schools.

- Cannot see the benefits/disadvantages without seeing this being modelled for schools. What is the basis of the 0.25 fte uplift? Why is there no allowance for leadership?

#### **h. Repairs and Maintenance Funding (Aided and Foundation Schools)**

**18 responses**

**11 Support**

**7 Do not support**

##### **Comments**

##### **Support**

- Fully support this proposal, as the current arrangements are confusing

##### **Do not support**

- Unless the overall annual expenditure for repairs and maintenance is increased this change will reduce the quantum of the fund available to community and church controlled schools

## **B. PROPOSED IMPLEMENTATION DATE 1<sup>ST</sup> APRIL 2018**

#### **a. Pupil Counting Date (All Schools)**

**25 responses**

**9 Support the January Counting Date**

**16 Support the October Counting Date**

##### **Comments**

##### **Support for January Counting Date**

- It is difficult to understand why the LA could not provide indicative budgets based on number of pupils in October and then make final adjustments after the January PLASC.
- The school does not support the approach to bring the schools in line with the Council. The school is of the opinion that the Council should be brought in line with the schools. This means for schools the budget year is the same as the school year – 1 September to 31 August. Pupil numbers according to PLASC already give a delay in funding. An October count is even more delay. As the LA allows pupil movement between schools there is, historically, always a movement of pupils in the latter half of the Autumn Term. The October counting

date would always miss this. The funding should not be based on pupil numbers but on number of classes.

- Because we are a successful school with increasing numbers we feel we would be penalised by an October counting date. Additional children without funding. What do 'significant fluctuations' actually mean?
- Over the past few years the counting date has already been moved from April to January. A further movement to October would cause confusion and uncertainty. At the moment the correlation between PLASC and the counting date works for schools and allows a shared workload for when pupil data is required. Changing the date will create a far greater workload on already pressured administration staff.
- The governors are aware that pupil numbers fluctuate throughout the Autumn Term and are more stable in the Spring Term. They prefer that funding is based on robust PLASC data.
- The school admits an additional number of pupils throughout the year and currently are increasing the pupils on roll by 4.5% between October and January this academic year. This is a potential loss in the region of £35,640 from the school budget under the current funding formula.

### **Support for October Counting Date**

- We would support an October counting date as it would enable schools and PCC to prepare budgets earlier. However, there needs to be an adjustment for an increase in primary numbers, not just in secondary.
- Support if this would allow schools to plan their budgets more effectively for the future and allow more time for financial decision making.
- Admission numbers are a huge variable within the budget. If the counting date being in October genuinely leads to much earlier notice of budget to schools, I can support. Does the budget also hinge on information from WG that may delay the process?
- Whilst we have supported October date, it is with reservations about the robustness of the data. What checks would take place to ensure their accuracy? Would the LA know its funding allocation by October prior to the new financial year? Will there be an adjustment following PLASC in the January?
- This should help financial planning.
- We believe that October date is best. However, more needs to be actioned re supporting schools with fluctuating numbers. This issue is a concern for a few schools but needs addressing. What are the processes for amending such fluctuations? These processes are **very** unclear. Schools need to know exactly which date they are being funded against and what would happen if their numbers vary significantly i.e. differences between October figures and PLASC.
- We need to understand how the data not being robust will be mitigated by schools verifying pupil numbers. How will this work? Will this mean that if pupil numbers increase after the October date then schools will be allocated more money? It states that this does not take account of any pupil movement post-October counting date – this needs to be reviewed as it can cause major problems especially when pupil movement is significant.
- We want as firm as possible a draft budget in time for the November (finance) surgery as a basis for early planning (or early telling PCC we can't successfully set a budget).

## **b. Welsh KS2 Uplift (Primary)**

**15 responses**

**10 Support**  
**5 Do not support**

### **Comments**

#### **General**

If more analysis of how this money is spent is required then this would increase Headteachers' workload further. We are already being scrutinised for everything. If we are having to be transparent with our spending then this practice should also be reflected by the LA.

#### **Support**

- We didn't agree with this cut in the first place and it greatly affected our funding.

#### **Do not support**

- English-medium schools should also receive additional funding to meet the rigorous demands and expectations of the Welsh 2<sup>nd</sup> language scheme of work.
- We very much need this uplift to maintain the complications that dual stream status brings about. Additional LSA language support for those learning through a different medium is key to pupil standards in Welsh; this is different to ALN provision.

## **c. LMS (SEN) Allowance and Formula element of the ALN Funding (Primary and Secondary)**

**25 responses**

**5 Support**  
**20 Do not support**

### **Comments**

#### **Support**

- While we support this change in general, any funding for SEN should be shown separately to the delegated budget and not merged. Regarding top up funding, we are sceptical of the availability of resource for top up funding from the ALN Resources Panel, and would like to state that reduction in funding for the most vulnerable learners in schools will lead to a fall in standards.

#### **Do not support**

- We do not agree with a 45% weighting on FSM. This is too high. Schools with low FSM still have ALN pupils and they are also entitled to and need support. We completely disagree with the Welsh national test data being used for funding purposes. This data is unreliable and Welsh Government says it should only be used to support individual pupils, not for comparative purposes.
- This benefits schools with more pupils that need support, but will affect schools that have less pupils that need support.  
The school would support a proposal to provide additional support. As a school

with relative few FSM pupils and using PDG and EIG effectively most pupils score above 85. Where the school in the past had pupils that needed 1:1, the Council decided not to fund this. If the allocated budgets will even be less, the school will not be able to support pupils that need a high degree of support. The LA needs to provide example figures to schools to show how this would impact on budgets. Will this new formula result in reduced funding or increased funding for individual schools? This proposal should be supported with financial figures for each school to show the impact in order for a school to make an informed decision.

- This could have a detrimental effect on pupils directly as schools may not have the funding to provide effective support. This is effectively penalising schools that manage to raise pupils' scores in the National tests by removing funding if the pupils do well. Many pupils have behavioural needs and require support in other ways not just for learning. ALN encompasses a myriad of differences and this should not rely on Standardised scores as such a crude measure.
- The process for applying for top up funding is very difficult and anecdotal discussions with other heads demonstrates that all of those I spoke with do not think it is worth the hassle as requests are inevitably denied.
- This penalises schools that have standardised scores >85 for the majority of pupils even though standards continually need to be raised.
- Without modelling of the impact on schools we cannot support this. Why use FSM figures? What about schools that are low FSM / high SEN? What difference is there if different percentages are used for each element? What other quantifiable data could be used: KS2 data, school SEN data Y7-10?
- It is difficult to indicate support or otherwise without knowing what the impact will be on school budgets. The SEN / ALN funding needs to be shown as a separate allocation even if it is within the delegated budget. My concern is that any change may lead to a reduction in funding.
- This disproportionately affects schools with high SEN but low FSM. We also feel that FSM pupils are being 'double funded' as they also receive the pupil deprivation grant.
- I agree with using a range of elements for the allocation of the LMS (SEN) allowance, however, to continue using FSM percentages does not reflect the true nature of SEN numbers in all Powys Primary Schools. Although there may be a clear correlation in most schools between SEN percentages and FSM percentages this is not the case for all. How will the authority ensure that this is a fair funding formula, is distributed for SEN pupils for schools with high SEN and low FSM percentages?
- LMS (SEN) Allowance should not be based on doing poorly in national tests. This rewards failure and failing schools that do not achieve good results. Schools would be incentivised financially for not achieving and this is morally incorrect and indefensible. Those that overachieve would be punished for overachieving and this would indirectly encourage a policy of lowering aspirations and target setting. This also shows no influence for More Able and Talented (MAT) pupils. A target should be applied to this. Top-up funding NEEDS an urgent review – who can apply? How? Schools cannot coherently apply for it to support children with significant needs – please come along and meet one such pupil who failed to be awarded top up funding.
- Although the proposed change may increase due to the high SEN and the high amount of low achievement in national tests, it is not clear how much, if any,

increase would be achieved by the change. Due to proposed changes in staff ratios, funding to support SEN may, in real terms, drop and valuable support and intervention programme have to be stopped.

- Do not support although accept current basis is unsatisfactory. The allowances factors need to recognise more clearly the major problem of class disruption/ H&S issues caused by ALN pupils with behavioural difficulties. Presence of such pupils in mainstream schools seems likely to increase while TA support continually being cut. PCC should minimise FSM as a factor (to an extent this element is already covered by PDG) and retain / increase SA+ numbers as a factor e.g.
  - 20% pupil numbers
  - 20% FSM numbers
  - 30% test results <85
  - 30% SA+

Would support allowances forming part of delegated budget.

### **C. REVISIONS TO THE POWYS SCHEME FOR FINANCING SCHOOLS WEF 1<sup>ST</sup> APRIL 2017**

**18 responses**

**15 Support  
3 Do not support**

#### **Comments**

- Section 2.2
- We welcome that for a school in deficit there is a possibility for the recovery plan to be extended to 5 years. However, we would like to state that with the current funding and the current structure of provision, even 5 years will not be enough time.
  - Extending the period over which a school has to have a budget plan, when the finance is based on such a changeable variable as unknown future numbers (in the case of infant/primary schools), is a concern.
  - Will the LA expect consistent plans across all schools? If so, when will the format be agreed as schools may need to revise the planning format currently used – we assume this will be the format already in use this financial year. Budget plans by 31<sup>st</sup> March will require prompt budget information from the LA.
  - A budget plan + 3 years for secondary – the accuracy of planning will be limited as so many things change over time. This will need to be recognised. In addition, WG grants are often not known very far in advance.
  - Schools will find it increasingly difficult to balance budgets with ongoing ‘efficiencies’. The LA needs a robust plan to support schools in this position in addition to external experts bought in to find potential solutions.
  - Agreed assuming draft budget is available in the timescale given.



- Needs agreement of the school. What if there is a difference between the school and LA final figures – is it possible? Which specific line would be amended?
- Use of three or four year plans are very optimistic and worthless when applied that far in advance. The LA make so many changes that in turn make it extremely difficult to predict that far in advance.
- If a provisional budget plan, including the updated estimated outturn position for the current year, **must** be submitted to the Authority by the 31<sup>st</sup> March, when **must** the Authority supply a provisional delegated budget to the school including all grants (e.g. EIG and PDG)?  
If the Authority provides detailed guidance to schools by mid-January on the format in which budget plans should be presented, this may cause difficulties if the format is significantly different from the current format.

- Section 2.4
- Could there be clarity on what would be an acceptable virement and what would not – is the principle to avoid virements being used only where it will be putting the school in a deficit situation – even if it was for 1 year? Is this for grant or revenue budgets (or both)?
  - It is important that mid-year instructions/advice from the LA to use funding to access specific activities does not cause overspend out of the school’s pre-planned budget headings.

- Section 2.7
- No comments

- Section 5.1
- Already do and should be in place.
  - We already do the changes suggested.

- Section 8.1
- What rate of inflation will be used? How long before the charge is applied? How soon would schools be made aware of proposed changes?
  - Pleased to see that charges will not be increased in-year and that consultation will take place
  - Where an increase is proposed (change in agreement), the school should be able to withdraw from the agreement and use an alternative supplier without penalty

- Other
- The school proposes to introduce service standards. The school feels that on several occasions it did not receive the expected service. Service Standards should increase standards and where standards are not met measures can be introduced. The SLA seems to include many obligations for the school – and sanctions – but what sanctions are there if the Council does not fulfil their obligations? There is no satisfactory procedure for independent dispute resolution. In theory schools could hire a solicitor if they are

of the opinion the Council does not comply with the signed agreement and go to court. In practice schools do not have the money to fund this, and schools want to work with the Council, not against it, to resolve issues.

Communication around resolving urgent maintenance issues is crucial. On several occasions the school was left without sufficient heating or adequate toilet facilities, without clarity about when the issue was expected to be resolved.

This makes it very difficult for the school to plan any mitigating actions taking health and safety into account.

The school has raised maintenance issues over many years, but the Council states now that works costing more than £2,500 will not be carried out, unless there is an imminent health and safety issue. Schools are paying for a service that is in part not provided, despite it being included in the agreement. This should be clarified and the Council should commit to fulfilling their obligations as written in the SLA.

There should be more transparency and clarity about what needs to be covered from the delegated budget and what from central budgets. The school was told by the Council that capital spending was part of Property Plus. Others told the school that the delegated budget covers revenue expenditure only.

The Council should provide an annual detailed oversight of services delivered as part of the SLA to enable schools to assess if they receive value for money.

### **General comments on the proposed changes**

- The word 'fair' should be removed from the title. As the funding is insufficient to support the current structure of education for Powys, however it is apportioned cannot be fair.
- Without providing information as part of the consultation documents about the current funding formula and how the delegated budget for each school is calculated, it is difficult to assess the consequences.

With shrinking budgets it will soon become impossible for the school to even pay for sufficient teachers, let alone all the other support that is required. If that is the case there is something fundamentally wrong with allocating budgets.

The school is already very efficient if looking at spending per pupil compared to other schools in Powys. The school has asked the Council for solutions and is anticipating a response. There seems to be no plan how to resolve this at county level. The school feels budget cuts are simply passed on, without a clear direction how to deliver changing and increasing requirements for less money. The school would rather feel that the Council shows how they highlight real issues at Welsh Government level. If schools can help with this by providing examples, they are likely to support the Council.

The school would like to see proposals to ensure there is sufficient funding

to run all schools. Keeping in mind sufficient adult:pupil ratios, PPA cover, class sizes – relating to Welsh Government recommendations, sufficient support for pupils that need extra support and all other costs that the school has to make to provide a safe and excellent learning environment.

Furthermore and finally, the funding of schools is **unfair**. Our school is once again facing redundancies in teaching and support staff but other schools, who have a cost per pupil significantly higher than ours (which means smaller class sizes), will not have to make such ‘efficiencies’.

- A lack of modelling limits a knowledge of the impact of the changes.
- We feel that these changes, once again, affect larger schools disproportionately and particularly the Welsh-medium.
- The financial expectations put upon schools and GBs is incredible. To manage the finances at this school alone takes up an enormous proportion of our time causing much stress. The workload from ‘finance’ is unsustainable.

Schools are not allowed to run, knowingly, deficit balances yet the LA knowingly allows 3 year old settings to be underfunded and accrue debt with negative balances .... how?

- Just to repeat that changes in presentation of school budgets should not have the effect of making it more difficult for parents and indeed governors to understand them.

**Response from the Chair of Governors of an English-medium Primary School**

Thank you for the opportunity to respond to the consultation exercise. The matter was discussed at our recent governors meeting and the headteacher has already provided you with a response from the school agreeing the principles of change but expressing concerns regarding a number of the detailed proposals. On behalf of the board of governors, I wish to support the points that the headteacher has already made.

In particular, in respect of the proposed changes to the teaching cost allowance, this may appear to be a reasonable theoretical response to the financial pressures facing the Authority but the envisaged class sizes will not fit within the rooms constructed within this relatively modern school. Other schools must have the same difficulty. Until the Authority is able to remodel the school internally to accommodate the class sizes anticipated by the funding model, then it is unreasonable to fund schools in this way.

With regard to the changes proposed to the Scheme for Financing Schools, understandably there are clear requirements placed on schools for information to be provided to the Local Authority in a structured and timely manner. This has to be balanced by reciprocal requirements on the Authority also to provide information to the school in a structured and timely manner. We have frequently been faced with altered requirements being notified at or beyond the latest possible date for the school to be able to prepare its response accordingly. Once again, the gap between theory and practicality appears to be widening rather than narrowing.

The headteacher's response makes a number of other constructive points regarding other aspects of the consultation but the above are considered to be of greatest concern to governors at this time.

**Response from the Chair and Vice-Chair of Governors of a Dual Stream Primary School**

We would like to raise the following funding issues for consideration.

**Class Sizes and Teacher Ratio Payments**

Following a review of our funding and class size structure for Spring 17 and Summer 18 the school is now financially finding it extremely difficult to balance class sizes and implied teacher ratio especially in our foundation phase classes.

Since we are a dual stream school we cannot simply merge classes across the whole school to accommodate the cabinets suggested teacher efficiency savings. The school has already been financially forced to close a Welsh provision classroom and this has led to larger classes in the Welsh stream. We are also running very high numbers in the English stream. These numbers across the school are expected to rise even further in January 17 and Easter 17 (with the potential for additional children over these figures).

Class size breakdown January 2017 (in brackets is the Easter figure if expected to be different):

	<b>English-medium</b>	<b>Welsh-medium</b>
Class 1	22 (29)	26 (32)
Class 2	28	30
Class 3	32	28
Class 4	32	

January total = 198  
Easter total = 211

We are a school considered large enough to require a non-teaching head and thus her full time equivalent should be removed from any calculations.

We are requesting additional funds for the spring term 17 by our calculations of 0.4 FTE teaching post and summer term 17 of 0.9 FTE teaching post to help balance our complicated class sizes and structure. We can then re-evaluate the situation for September 17 when the authority’s admission age changes come into force.

**ALN Top-up Funding**

The school has requested several times over the years for additional funding to support individual children via the ALN top-up funding panel only to be turned down on every occasion.

Can this process be reviewed and can clear and defined criteria please be released that details what is required to trigger the funding available? Some schools would seem to have access to large sums from this funding stream whilst others have none.

You can appreciate that the application for funding is time consuming for staff and to be subsequently turned down every time with children that we consider suitable for additional and occasional 1 to 1 support from the scheme is not appropriate.

## **Response from the Headteacher and Chair of Governors of an English-medium Secondary School**

Whilst we appreciate the opportunity to comment and recognise a step towards more transparency in these arrangements, there still remains much that could make this process simpler.

However, the complexity of this necessary process does not address the wider extremely taut financial setting in the public sector. Our Finance and Building Committee note that managing the school's budget has become a critical matter and despite long term thorough oversight, significant and continuous good husbandry of available funding, reduction of staff and tiring infrastructure and classroom materials this cannot be allowed to continue indefinitely. Urgency into agreeing a Powys wide modernisation programme and the resultant freeing up of resources into giving governors and headteachers the means to raise standards for all our young people is long overdue. The school has now no flexibility in its annual budget; every unforeseen cost requires difficult decisions and this cannot underpin the viable provision of excellent education.

## Response from the Headteacher and Chair of Governors of Crickhowell High School

### 1. Overview

This is a response to the draft proposals recently issued on the Fair Funding Formula for Schools in Powys. It comes from the Governing Body and Leadership Team of Crickhowell High School and thus reflects our joint view on future Secondary school funding.

We fully accept that the principles of distribution of educational funding are trying to achieve a number of potential conflicting goals, including: *achieving institutional stability*, allowing changes to reflect *student demographics*, enabling investment in *improving educational standards*, supporting students with potentially particularly expensive *additional learning needs outside of core funding*, *supporting communities* and achieving *reductions in overall costs*. We also accept that as a result there will have to be some *cross subsidy between stronger and weaker institutions*.

It is our view that in times of financial stringency these trade-offs alter and the priority must switch to using limited available funds on actual pupils rather than supporting institutions and employees.

We also believe that there are opportunities for institutions elsewhere in the County (as we have in this school) to mitigate some of impact of demographic change in using their facilities to provide other services to the community which Powys CC would otherwise be unable to continue to provide. In a rural location the potential for a community focused school to meet local needs is significant.

Budgets are meant to be the practical message of direction in an organisation. The explicit targets for the education service are to:

- a. Drive up standards for all students educated in Powys
- b. Reduce surplus places
- c. Invest to raise all school facilities to 21<sup>st</sup> Century standards.
- d. As part of the broader Powys policy – to work together with the other Council groups and the community to continue to deliver high quality services across the county.

The Fair Funding Formula is silent on standards. However, research across PISA countries show clearly that there is no provable general link between small class sizes and high exam standards or good behaviour – which arise mainly from good management and cultural factors in institutions. There is thus no reason for the Formula to support small class size. However, there is research which would seem to show that engagement with schooling particularly amongst middle ability students can be significantly improved by access to a greater range of subjects and extra-curricular activities such as sport and arts. This can only be encouraged in the Formula through encouragement of scale.



The Council has suffered from significant school resistance to modernisation, particularly small sixth form closure. This is because schools and their Governors believe smaller schools and sixth forms can survive long term, thus increasing financial pressure on less viable schools supports a change of thinking in this group.

The path to raising school facility standards to 21<sup>st</sup> Century status lies not only in Powys CC led projects but in school led facilities improvement – possibly by prudential borrowing – the Formula currently does not enable this by discouraging ‘trading’ new facilities to support development but also moving income to protect schools with poorer facilities – such as bad energy management systems. There is thus less of a focus on facilities improvement in schools.

The levels of reserves and spend patterns of schools whilst currently in decline due to overall budget reductions does show surpluses tending to occur in schools at the recipient end of redistribution in the formula. For example, a number of schools have funded minibuses from delegated funds which would be quite out of the budgetary scope of lesser funded schools. This suggests that higher funded schools have not just been funded to cover lack of economies of scale but also to fund extra activity which should have been offered equitably across the county.

The clear message from the Powys Schools’ Transport Audit findings over the last year is that some schools with falling rolls have had sufficient surplus (in one case over £100K a year) in their budget to fund activities not only outside core educational expenditure but also outside the rules for delegated spend. This clearly demonstrates that they are overfunded.

Educational costs are largely made up of staff salaries and in times of change we have had to make workforce changes to make these more flexible and lower. This has included voluntary severance, Leadership Team changes and Fixed and Part-time contracts. We have successfully done this at the same time as pushing educational outcomes ever higher. We note that we have relatively very high utilisation of teachers paid hours (though well within contractual limits) but also low absenteeism and voluntary turnover which suggests making these workforce changes has not adversely impacted on teacher morale. We also have a good Industrial relations climate.

There are economies of scale in education but they are not linear – whereas an extra pupil in a class of 20 probably is at fairly marginal cost, an extra stream (as we have recently put in) is certainly not. As a school with a growing roll a system designed to maintain stability is acting negatively on us to restrict our ability to change. We run with classes of 30 below year 11 except for some minor options and also have some classes of 25+ in the sixth form. We do so with both good results and good behavioural standards. We wonder whether Powys can afford to enable schools to run with much smaller classes and specifically why our students are paying for this practice.

As a fully inclusive school with 24% of students with additional learning needs (and excellent results from this group) we have been experiencing transfers of students from other schools who seem to have experienced covert selection on grounds of ability as a response to increasing stringency on standards. We are concerned that

the proposed funding formula will actively encourage this practice. We are also concerned that whilst it focuses on students with intellectually based learning needs as measured by CATs scores it ignores the needs of those with behavioural issues and thus must be challengeable under the Equality Act of discriminating against this group of students with a protected characteristic. Such students often experience exclusion anyway as a response to behaviour and positively encouraging movement of them between schools seems profoundly wrong.

We are also a school with a sharply changing Free School Meal Indicator. It has changed from a long-term average of about 3% to a position where in Year 8 we are now 14%. Such students do require more support as they are more generally disadvantaged. We find the continuing use a 3-year rolling average for this indicator whilst promoting stability is not fit for purpose.

It is our view that the Fair Funding formula is a system able to facilitate year to year fluctuations in cost and student demand but is the wrong instrument to support or avoid structural change in schools. That is the task of Schools' Modernisation.

We believe that the formula's long term use in this way is inconsistent with Powys's general legal obligations to act 'Reasonably and Equitably' and thus could be subject to adverse Judicial Review.

We also believe that its long term use to subsidise schools with falling rolls from funds derived from schools with rising rolls is inconsistent with principles 1-4 of the Wellbeing of Future Generations Bill (requirements to act for the Long term, Seek to Prevent adverse effects, Integration both within the Council and across the Council and Collaboration with other parties). Its use in its current form is thus liable to referral to the Commissioner for review.

We also consider that the complexity of the FFF militates against the Nolan Principles of the Council acting in a Spirit of Openness and showing Leadership in addressing difficult issues.

The following paper seeks to explain these criticisms in more detail and make some suggestions for a more equitable way forward.

**2. Frame of Reference**

Crickhowell High School is an 11-18, English Medium Secondary School.

Its pupil numbers current and predicted are:

	<b>No on Roll – September 2016</b>	<b>Projected No on Roll – January 2017</b>	<b>Projected No on Roll – January 2018</b>	<b>Projected No on Roll – January 2019</b>
<b>Year 7</b>	144	146	150	150
<b>Year 8</b>	130	135	146	150
<b>Year 9</b>	126	130	146	146

<b>Year 10</b>	128	130	135	146
<b>Year 11</b>	117	117	130	135
<b>Total Y7 to Y11</b>	<b>645</b>	<b>658</b>	<b>707</b>	<b>727</b>
<b>Year 12</b>	118	118	120	130
<b>Year 13</b>	77	77	110	115
<b>Total Y12 &amp; Y13</b>	<b>195</b>	<b>195</b>	<b>230</b>	<b>245</b>
<b>Grand Total</b>	<b>840</b>	<b>853</b>	<b>937</b>	<b>972</b>

Its pupil mix of FSM and ALN students is:

- Eligible for free meals 56 6.7%
- School/Early Years Action. 86 10.2%
- School/Early Years Action+ 56 6.7%
- Full or Part Statement 10 1.2%

Our current and future ALN funding is expected to be:

- 2016-17 £186,586
- 2017-18 £171,607
- 2018-19 £135,353
- 2019-20 £103,225

Our education standard is:

<b>Level 2</b>	<b>School</b>	<b>Family</b>	<b>Powys</b>	<b>Wales</b>
<b>2015-16</b>	97	92.6	85.6	83.6
<b>2014-15</b>	98	93.1	88.7	84.1
<b>2013-14</b>	96	92.5	86.5	82.3

<b>Level 2+</b>	<b>School</b>	<b>Family</b>	<b>Powys</b>	<b>Wales</b>
<b>2015-16</b>	86.4	76.6	64.9	60.2
<b>2014-15</b>	77.9	72.7	63.9	57.9
<b>2013-14</b>	72.1	73.2	59.6	55.4

Our cost per student is:

- 2015-16 £4,393
- 2016-17 **£4,239**
- Projected 2017-18 £4,008

We currently get funded: **£2,750** on average

If our students had been funded at the Powys average this would have resulted in the following additions to our budget per year: £934,360

We have 30 Students who have arrived after the Funding cut-off for their cohort and these would attract funding on an average funding basis of: £82,000

Unusually we experience regular new students throughout the academic year and in all academic cohorts:

*September 16 – December 16:*

Year 8: 3                                      Year 9: 3                                      Year 10: 2

*September 15 – June 16*

Year 7: 9                                      Year 8: 10                                      Year 9: 8                                      Year 10: 4

*September 14 – June 15*

Year 7: 4                                      Year 8: 6                                      Year 9: 8

**3. Our understanding of the Legal Framework**

We believe the Fair Funding Formula must satisfy a number of legal and objective tests. These are:

- a. General principles of administration
  - i. To be Objective – the formula broadly meets the self-perceived interests of schools with stable or falling rolls. It has been created using a democratic process for consultation and approval but consistently has failed to meet our needs as a school experiencing a rising roll and change in demographic. We believe that case law strongly supports the view that the Council must take into account special circumstances and not blindly create and implement rules for the majority without due regard or an exceptions process for those who do not fit this model.
  - ii. To be reasonable – It is our view that the following items are unreasonable:
    - Asking us to educate large numbers of students without reimbursement.
    - taking the funding for ALN students coming from other counties (with their additional funds to meet their needs) refusing that funding from the receiving school and distributing it to other schools via the panel/central funding system
    - In times of financial stringency prioritising institutional and employee welfare of schools with falling numbers over delivering education to real young people.
    - Allowing up to a three-year transition period to schools with a falling roll to make cost adjustments whilst expecting a school with a rising roll to absorb all the cost for up to three years.
  - iii. Act Equitably – it is our view that the major differences in funding per pupil across the county are now at such a level that they are inequitable and could bring the Council into disrepute.

We thus consider that the Fair Funding Formula current and proposed fails the requirement of sound administration and would be subject to adverse judicial review.

## **b. Wellbeing of Future Generations Bill**

The requirements of this Act are for Public Bodies to consider in their plans:

### **i. Long term**

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-De needs.

The fair funding formula is a short and medium term instrument. The increasing level of surplus places around the county has been and is a long term problem. Short term it would be quite acceptable for financially stronger schools to support weaker schools by cross subsidy whilst other plans to remove surplus capacity are matured but in the absence of such plans and the long term nature of this redistribution is not sustainable as funds are diverted from pupils learning to empty buildings.

### **ii. Prevention**

How acting to prevent problems occurring or getting worse may help public Bodies meet their objectives.

The fair funding formula is reducing the pressure on schools with falling rolls to do something either by reducing costs, being more willing to accept structural change or welcoming school modernisation. Conversely schools with rising rolls do not have the funds to develop in line with their rolls.

### **iii. Integration**

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.

The fair funding formula is reducing organisational pressure on schools with falling rolls to reach out and integrate with other Powys plans (such as provision of Leisure and Library services) as a way of enhancing student and community experience (and institutional survival).

### **iv. Collaboration**

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

The fair funding formula is causing a feeling of conflict and competitiveness amongst schools and communities where collaboration would be a better outcome.

### **v. The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.**

The formula reflects the needs of a stable rural majority in Powys but as proposed does not reflect the needs of ALN students or those from a more urbanised and rapidly changing environment.

#### 4. The current Proposals

- i. We have no issues with the technical changes proposed in most of the paper as they do not appear to affect us (or indeed anybody). The changes to ratios etc. demonstrate how complex this subject has become and how difficult to be open and transparent about the Formula when discussing it with a broad range of Governors, staff and parents.
- ii. The failure to present the proposals without tables to show how each change affects individual schools we regard as a failure of transparency. This is known as could easily be communicated.
- iii. Additional Learning Needs funding

We are particularly concerned with this proposal and the whole ethos of ALN funding generally as:

- The core funding assumes that the school will accept all pupils that need extra support. We know from experience and observation that invidiously and discretely some schools are gaming the system and saying they are unable to meet pupils needs but retaining the core funding (without the spend). This will happen with pupils with students who do not have the capacity to get the Level 2+ standard and are under 85 in their test scores. Exactly the students the formula should encourage schools to support.
- The proposals leave out the consideration of ALN students with behavioural issues rather than intellectual learning problems for example high functioning Aspergers students. These students are already frequently excluded by some schools. Leaving them in effect out of the formula will encourage their exclusion and apart from being subject to legal challenge will have adverse impact on their education.
- The new cut-off (85) in test scores means that it is to the advantage for schools to game the system and facilitate weaker pupils (but with the potential to get Level 2+) to get lower than the 85 mark.
- The formula is also based on a three year FSM rolling average. In view of our rapid change it is our view that a shorter time scale is required.
- The panel system is too cumbersome and slow for a school with new starters throughout the year. It is also unclear to us given many students are already in Primary Powys schools that provisions cannot be agreed well in advance of their arrival.

It is our proposal that:

- i. Centralised funding should be provided for all listed statemented pupils up to the extra marginal cost of their support. This should be done at the expense of the level of core funding.
- ii. That the formula is calculated on 2-year average for FSM and pupil numbers only for core funding – but that provision is only provided to schools with at least 15% of pupils below the 95% band. This will strongly discourage gaming and covert selection.

iv. Overall basis of model

We have an increasing concern that the FFF has been designed to protect schools with falling rolls over a period of time using curriculum modelling in key stages and does not cater adequately for a school with an increasing roll as a result:

- Schools with falling rolls do not react swiftly to falling numbers.
- Currently payment is by cohort in secondary looking at January PLASC and is not reviewed until year 9 (3 years) and then again at Year 11 (2 years). In the real life experience of a rapidly growing roll this is insufficiently fast.
- The impact of this is that in a situation of reducing resources schools with falling rolls have 3 years to adapt whilst schools with rising rolls have no support at all to educate the extra pupils.
- The focus on the January PLASC result post sept year 7 entry disadvantages schools with substantial entry after Sept year 7. Under the current formula a pupil who joins Feb Year 7 will not be funded for 3 years, in Year 8 2 years and so forth.
- Where an increase in entry numbers arises from increased floor space and we would tend to fill all the extra spaces within weeks of the change in all years 7-10 – all without payment.
- In contrast schools which have had an increase arising out of reorganisation get the pupil element of the funding from the day the pupil arrives.

We would propose that either/or:

- The pupil led element of the funding is increased in percentage terms against some of the other elements of the formula.
  - We return to a situation where pupil numbers are calculated from the PLASC return submitted 10 days after the due date in January (with correction as the result of audit as soon as possible in September of the new financial year) and reviewed every year.
  - Pupil number changes arising out of admission number changes are treated as policy and paid from the beginning of the financial year afterwards (we reluctantly accept that mid financial year pupil number changes cannot be dealt with as they happen).
  - Or there is a floor and ceiling set each year of funding per pupil with the better off capped and the funds diverted to the floor for the less well funded.
- v. The incidence of exclusions in schools in Powys is very varied for reasons which do not seem to align with results or any other measure of behaviour. There are obviously some very valid reasons for excluding a pupil but these are fairly rare and schools need to do their utmost to avoid the final step given the impact permanent exclusions have on students in a very rural county. The impact of exclusions is also financial on the county from providing transport to

the nearest suitable provider and for the receiving school or alternative education provider. It is quite legitimate for a head and Governors contemplating exclusion to consider these impacts in their decision and to consider other more innovative ways of proceeding. (A number of schools have put in wellbeing and inclusion protocols to diminish exclusions and this could be the norm.)

We thus propose that when a pupil is excluded:

- There is an immediate transfer out of £7K (about twice the average pupil cost in the formula) out of the schools' budget as well as all Panel monies for ALN costs. This will not be reduced pro rata depending on the date.
  - If the exclusion takes place post the January PLASC date the school will in addition also have £7K + ALN monies removed in the subsequent budgetary year.
- vi. The Council and local communities should encourage schools to take on and run local facilities such as sports and leisure provision and libraries. Where this makes sense economically. However, the current Council policies means these 'trading businesses' have to keep separate accounts, cannot be invested in (other than from in year revenue), and developed in the medium term. They receive scrutiny and management attention far in excess of similar core funding in the schools' service. In reality their accounts are made up of synthetic figures based on reasonable assumptions and allocation of overhead.

We would propose that they should have separate cost and income accounting codes and be subject to discussion only where the overall school position is in deficit.



## **Response from the Headteacher of Newtown High School**

I write at the request of the School Governors following a full meeting held on the 8<sup>th</sup> December 2016 to express their concern over the proposed changes to the Fair Funding Scheme particularly in respect of the aspects relating to split site schools. The proposed cut to the school's budget of £157,000 is one that the Governors totally reject within the given four-month timescale.

Governors wish to remind the Local Authority of the discussions held prior to the closure of John Beddoes High School in 2014 on Newtown High Schools involvement in the future of educational provision on the site and the assurances provided by Senior Officers from Powys that any involvement of Newtown High School would not be at the determinant to the future of the school and that both schools would continue to be fully funded. Having spoken to both the previous Headteacher and previous Chair of Governors they are both adamant that funding arrangements were clearly agreed prior to closure and that promises were made to maintain funding. Without these assurances the outcome may well have been different and Newtown may not have become involved.

Due to the geographical distance between the sites which is in excess of 30 miles it is not possible to treat the school as one site or to compare it to other split site models. No other school in Wales has a catchment area of 250+sq miles. The economies of scale have minimal effect as both sites need to operate with full teaching, administrative and technical support in relation to pupil numbers. Treating the school as one site in calculating these aspects is detrimental to the provision of support offered to students by Science or Technology Technicians who are based solely on one site. It is not possible to share technical support other than on special one off occasions or by means of support over the phone or by skype. This sharing of knowledge does not replace preparation and assistance in the classrooms of either site. Whilst Newtown High School has embraced the use of technology to aid cross site working there are significant times when face to face support is required.

Other aspects of administrative support have been considered and it is our opinion that no further reduction in staffing levels can be supported. Both sites need to operate with Learning Support Assistants, Office staff and ICT support relevant to the size of the site.

The economies of scale have been taken up by the leadership team of the school which now consists of one Headteacher, an Acting Deputy Headteacher and three Assistant Headteachers who operate across both sites. Again it is impractical to work on both sites on any one day due to the time lost in travelling. The leadership team have been reduced by one Headteacher and two Deputy Headteachers since the closure of John Beddoes High School meaning that we are now operating with no additional capacity above that of Newtown High Schools leadership team prior to its involvement in the work with John Beddoes. A reduction of the budget as proposed would lead to serious consideration of the size of the current team with possibilities of a further decrease of one Assistant Headteacher. At that point as professional lead of the school I would not have the confidence that the school can provide suitable

leadership on a daily basis across both sites. Health & Safety requirements and a duty of care towards staff and students could not be met by this level of leadership support

The school has made great efforts to offer a curriculum model to raise standards across both sites and indeed the progress on the John Beddoes Campus is widely regarded as a success with significant lifts in performance in all indicators, however it is difficult to see how the school can maintain these standards going forward should reductions take place. Teaching staff are generally reluctant to work across sites due to the travel distance and to the feeling of not being able to establish themselves as teachers if they are only on one site for one day per week. This leads to students feeling that they are not getting consistency of teaching if access to that member of staff is only on one day a week. In recent interviews few candidates have expressed a desire other than to work on one site.

The impact of further increases on pupil:teacher ratios has a major impact on the smaller of our two sites and would lead to an imbalance of curriculum opportunities offered. It is impossible to allow students to travel between sites to accommodate curriculum choice due to the lost learning time and restrictive cost of transport.

Governors have a view that this change to split site arrangements is to protect the authority from increases due to further split site school arrangements being created.

Governors are fully prepared to work with the LA over this issue and accept that the amount of funding in the system is simply not high enough in the first place.

**POWYS SCHEME FOR THE  
FINANCING OF SCHOOLS  
2017-18**

**Proposed revisions shown in Red**

This document is available on request in alternative formats  
(e.g. large print type/Braille/audio/hard copy)

**SCHEME FOR THE FINANCING OF SCHOOLS:**

**AS REQUIRED BY SECTION 48 OF THE SCHOOL STANDARDS AND  
FRAMEWORK ACT 1998 AND SUBSEQUENT REGULATIONS**

**LIST OF CONTENTS**

**SECTION 1: INTRODUCTION**

- 1.1 The funding framework
- 1.2 The role of the scheme
  - 1.2.1 Application of the scheme to maintained schools
- 1.3 Publication of the scheme
- 1.4 Revision of the scheme
- 1.5 The role of the Authority, the Governing Body and delegation of powers to the Headteacher
- 1.6 Maintenance of schools
- 1.7 Good practice guide and recommended procedures for school strategic and financial management

**SECTION 2: FINANCIAL REQUIREMENTS; AUDIT**

- 2.1 Application of financial controls to schools
  - 2.1.2 Provision of financial information and reports
  - 2.1.3 Control of assets
  - 2.1.4 Accounting policies (including year-end procedures)
  - 2.1.5 Writing off of debts
  - 2.1.6 Voluntary and private funds
  - 2.2 Submission of budget plans
  - 2.3 Best value
  - 2.4 Virement
  - 2.5 Audit: General
  - 2.6 Separate external audits
  - 2.7 Schools running businesses
  - 2.8 Audit of voluntary and private funds
  - 2.9 Register of business interests
  - 2.10 Purchasing, tendering and contracting requirements
  - 2.11 Application of contracts to schools
  - 2.12 Grants and central funds
  - 2.13 Spending for the purposes of the school
  - 2.14 Capital spending from budget shares
  - 2.15 Notice of concern
  - 2.16 Suspension of delegation
  - 2.17 Use of LA powers to suspend or restrict delegation

**SECTION 3: INSTALMENTS OF THE BUDGET SHARE; BANKING  
ARRANGEMENTS**

- 3.1 Frequency of instalments

- 3.2 Proportion of budget share payable at each instalment
- 3.3 Interest on late budget share payments
- 3.4 Bank and building society accounts
  - 3.4.1 Imprest bank accounts
  - 3.4.2 Restrictions on bank accounts
  - 3.4.3 Debit and other charge cards
- 3.5 Borrowing by schools
- 3.6 Lease/rental agreements
- 3.7 Resourcing of new schools and schools due for closure, amalgamation or merger
  - 3.7.1 New schools
  - 3.7.2 Schools due for closure, amalgamation or merger

#### **SECTION 4: THE TREATMENT OF SURPLUS AND DEFICIT BALANCES ARISING IN RELATION TO BUDGET SHARES**

- 4.1 The right to carry forward surplus balances
- 4.2 Reporting on the intended use of surplus balances
- 4.3 Controls and recovery of surplus balances
- 4.4 Interest on surplus balances
- 4.5 Obligation to carry forward deficit balances
- 4.6 Planning for deficit balances
- 4.7 Charging of interest on deficit balances
- 4.8 Writing off deficits
- 4.9 Licensed deficits

#### **SECTION 5: INCOME**

- 5.1 Income from lettings
- 5.2 Income from fees and charges
- 5.3 Income from fund-raising activities
- 5.4 Income from the sale of assets

#### **SECTION 6: THE CHARGING OF SCHOOL BUDGET SHARES**

- 6.1 General provision
- 6.2 Circumstances in which charges may be made
- 6.3 Education Workforce Council

#### **SECTION 7: TAXATION**

- 7.1 Value Added Tax
- 7.2 Construction Industry Taxation Scheme (CITS)
- 7.3 PAYE & NI – Schools with their own bank accounts

#### **SECTION 8: THE PROVISION OF SERVICES AND FACILITIES BY THE AUTHORITY**

- 8.1 Provision of services from centrally retained budgets
- 8.2 Provision of services bought back from the Authority using delegated budgets
  - 8.2.1 Packaging
- 8.3 Service level agreements

**SECTION 9: PFI/PPP**

**SECTION 10: INSURANCE**

10.1 Insurance cover

**SECTION 11: MISCELLANEOUS**

- 11.1 Right of access to information
- 11.2 Liability of governors
- 11.3 Governors' expenses
- 11.4 Responsibility for legal costs
- 11.5 Health and safety
- 11.6 Right of attendance of Section 151 Officer (and Director of Education)
- 11.7 Delegation to new schools
- 11.8 Special educational needs
- 11.9 Community use of facilities
- 11.10 'Whistleblowing'
- 11.11 Child protection
- 11.12 School meals
- 11.13 Devolved funding framework

**SECTION 12: RESPONSIBILITY FOR REPAIRS AND MAINTENANCE**

**ANNEXES**

- Annex A: Schedule of schools maintained by Powys Local Authority
- Annex Bi: Primary Schools Clawback Guide – Planned Surplus at Budget Setting and Approval Stage
- Annex Bii Secondary and Special Schools Clawback Guide – Planned Surplus at Budget Setting and Approval Stage
- Annex Biii All Schools Clawback Guide – Outturn Surplus
- Annex Ci: Repairs and maintenance of property – division of responsibility between Powys County Council (landlord) and community and voluntary controlled schools (tenant) **(Under Review)**
- Annex Cii: Repairs and maintenance of property – schedule of building elements and works that are the responsibility of the tenant in voluntary aided and special agreement schools **(Under Review)**

## SECTION 1: INTRODUCTION

### 1.1 The Funding Framework

The funding framework which replaced Local Management of Schools is based on the legislative provisions in sections 45-53 of the School Standards and Framework Act 1998 and as further detailed in the School Funding (Wales) Regulations 2010.

Under this legislation, local authorities determine for themselves the size of their Local Schools Budget (LSB). The categories of expenditure which fall within the Local Schools Budget are prescribed under regulations made by the Welsh Government, but included within the LSB is all expenditure, direct and indirect, on an Authority's maintained schools. Local authorities may retain funding for purposes defined in regulations made by the Welsh Government under the School Funding (Wales) Regulations 2010. The amounts to be retained centrally are decided by the Authority concerned, subject to any limits or conditions prescribed by the Welsh Government. The balance of the LSB left after deduction of centrally retained funds is termed the Individual Schools Budget (ISB).

Any proposed changes to the fair funding formula will be consulted upon and agreed by the Cabinet of the Council before the end of the December prior to the commencement of the financial year to which they apply.

Details of the proposed centrally retained funds will be subject to consultation each year and published together with other budget information requirements before the start of the following financial year.

Local authorities must distribute amounts from their ISB amongst their maintained schools according to a formula which accords with regulations made by the Welsh Government, and enables the calculation of a budget share for each maintained school. The budget share, as calculated by the formula, is then delegated to the governing body of the school concerned, unless the school is a new school which has not yet received a delegated budget, or the right to a delegated budget has been suspended in accordance with s.51 of the SSAF Act. The financial controls within which delegation works are set out in a scheme made by the LA in accordance with s.48 of the Act and are subject to approval by the Authority's School Forum or Welsh Government. All revisions to the Scheme must be approved by the School Forum, or Welsh Government, which will have the power to modify or impose a scheme.

Subject to provisions of the scheme, governing bodies of schools may spend budget shares for the purposes of their school. They may also spend budget shares on any additional purposes prescribed by the Welsh Government in regulations made under s.50 of the SSAF Act.

An Authority may suspend a school's right to a delegated budget by giving the governing body notice, in writing, if the provisions of the Scheme for the Financing of Schools (or rules applied by the Scheme) have been substantially or persistently breached, or if the budget share has not been managed satisfactorily (see sections 2.14 - 2.16). There is a right of appeal to the Welsh Government. A school's right to a delegated budget share may also be suspended for other reasons (s.17 of the SSAF Act 1998) but in that case there is no right of appeal.

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

In accordance with the regulations each Authority is obliged to publish each year a statement setting out details of its planned Local Schools Budget, showing the amounts to be centrally retained, the budget share for each school, the formula used to calculate those budget shares, and the detailed calculation for each school. This budget document will be produced by 30<sup>th</sup> April each year. After each financial year the Authority will publish a statement showing out-turn expenditure at both central level and for each school, and the balances held in respect of each school. Outturn statements are subject to audit certification by the Wales Audit Office and information in either type may be collated and published by the Welsh Government.

The detailed publication requirements for financial statements and for schemes are set out in regulations. Each school will receive a copy of the scheme and any amendment, and each year's budget and out-turn statements so far as they relate to that school or to central expenditure.

### **1.2 The role of the scheme**

The scheme sets out the financial relationship between the Authority and the maintained schools which it funds. It contains requirements relating to financial management and associated issues, binding on both the Authority and on schools.

#### **1.2.1 Application of the scheme to maintained schools**

The scheme applies to all community, voluntary controlled and aided, foundation and community special schools maintained by the Authority. The list of schools maintained by Powys Local Authority is attached at **Annex A**.

### **1.3 Publication of the scheme**

A copy of the scheme will be supplied to the headteacher and to the governing body of each school covered by the scheme, and any approved revisions will be notified to each school.

### **1.4 Revision of the scheme**

Any proposed revisions to the scheme will be the subject of consultation with headteachers and governing bodies of all maintained schools and will require approval by the Authority's Schools Forum, or the Welsh Government if the Schools Forum and Authority cannot agree on the terms of any proposed revision. The Welsh Minister for Education and Skills may approve any such proposals, or approve subject to modification, or refuse to approve any such proposals.

### **1.5 The role of the Authority, the Governing Body and delegation of powers to the Headteacher**

1.5.1 The Cabinet of the County Council is responsible for making recommendations to the Council on the regulation and control of the finances of the Authority.

1.5.2 The Cabinet of the County Council is responsible for carrying out the statutory



## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

duties of the Authority including operating the Scheme for the Financing of Schools in accordance with the SSAF Act 1998.

1.5.3 The Section 151 Officer will for the purpose of Section 151 of the Local Government Act 1972, be responsible, under the general direction of the Cabinet of the County Council, for the proper administration of the Council's financial affairs.

1.5.4 The County Council will also act as a potential provider of services to schools.

- 1.5.5
- (a) The governing body will be responsible for compliance to the County Council Financial Regulations throughout the school;
  - (b) The governing body will be required to bring the County Council Financial Regulations to the attention of all staff within the school in relation to expenditure under both the delegated budget and any unofficial funds held under the control of the governing body;
  - (c) Staff who fail to comply with County Council Financial Regulations may be subject to disciplinary action by the governing body;
  - (d) Governing bodies who fail to comply with County Council Financial Regulations may have the scheme of delegation withdrawn.

1.5.6 The governing body will be responsible for the accountability of staff and the security, custody and control of all resources including plant, buildings, materials, cash and stores appertaining to its school in accordance with the procedures agreed with the Section 151 Officer.

1.5.7 The Cabinet will be authorised to vary from time to time any amount included in these regulations.

1.5.8 The governing body must adopt a formal policy which clearly defines the roles and responsibilities of governors and school staff. Individuals must not exceed the authority delegated to them by resolution of the governing body. The governing body will ensure that staff have the skills and training commensurate with the authority delegated to them.

It would be appropriate to designate the headteacher as the person responsible for control of the budget on a day-to-day basis. Efficient management of the school will be assisted if the headteacher is given authority to incur expenditure for which there is budgetary provision (subject to the procedures specified in the County Council's Financial Regulations and subject to any internal limits which the governing body may wish to impose). Alternatively the governing body may wish to reserve the right not to delegate authority on certain matters. The decisions of the governing body in respect of the delegation to the headteacher must be recorded formally by the full governing body and be clear and explicit.

These requirements would also apply to a headteacher or headteachers managing more than one school in a federation.

1.5.9 The annual budget plan of the school is a matter which must be reported to and approved by the full governing body. However, it may be appropriate for a sub-committee of the governing body to consider a draft budget in the first instance. Such a sub-committee may be an appropriate group of governors to receive periodic

reports from the headteacher on the spending of the budget during the course of the financial year. In any case, the full governing body must receive a budgetary control/management report once a term either via the sub-committee or direct from the headteacher or other responsible officer.

1.5.10 The governing body will give the headteacher authority to delegate certain functions to other members of staff.

### **1.6 Maintenance of schools**

The Local Authority is responsible for maintaining the schools covered by the scheme, and this includes the duty of defraying all the expenses of maintaining them (except in the case of a voluntary aided school where some of the expenses are, by statute, payable by the governing body). Part of the way an authority maintains schools is through the funding system put in place under sections 45 to 53 of the SSAF Act 1998 and any revisions made under the Education Act 2002.

### **1.7 Good practice guide and recommended procedures for school strategic and financial management**

This Scheme should be read in conjunction with the Authority's 'Good Practice Guide and Recommended Procedures for School Strategic and Financial Management', together with the County Council's Financial Regulations and Standing Orders, with which all schools and governing bodies are required to comply.

The good practice guide includes a section on budget preparation which includes a proposed timetable that headteachers and governing bodies should follow for the preparation and monitoring of the school's delegated budget. The use of and adherence to this timetable will ensure schools meet the required deadlines for budget plan submission as detailed in section 2.2.

## **SECTION 2: FINANCIAL REQUIREMENTS; AUDIT**

### **2.1 Application of financial controls to schools**

Schools are required in the management of their delegated budgets to abide by the Authority's requirements on financial controls and monitoring - both those in this Scheme and the Financial Regulations of the County Council. The governing body is accountable for the financial performance of their school.

The governing body must ensure that monies provided to the school via the delegated budget or voluntary funds are spent only for the purposes intended. This will be achieved through ensuring:

- that proper records, both financial and non-financial, are accurately maintained in a timely manner;
- that management systems to ensure proper controls over assets (physical and monetary) are in place including safeguards against fraud.

Both governors and staff have a duty to expose mismanagement and fraud. The Section 151 Officer should be immediately notified where there are grounds to suggest any irregularity affecting cash, stores or other assets. Normally such notification will be by the headteacher. However, it may be that circumstances make it inappropriate for the person alleging irregularity to raise the matter with the headteacher or governors. An alternative route is therefore available as described in the Authority's whistleblowing policy for schools.

### **2.1.2 Provision of financial information and reports**

The governing body is required to ensure that school financial affairs are progressing according to plan. The governing body must undertake regular termly budget monitoring and receive appropriate formal reports from the headteacher. Such reports must be sent to governors no less than one week prior to the meeting at which they will be considered. Reports must identify emerging financial issues and recommend the management action necessary to resolve them. Responsibility for management action rests with the headteacher or governing body depending on the powers delegated to the headteacher.

Where such monitoring reports suggest that a school will be unable to keep within the approved budget and/or available funding the Section 151 Officer must be notified at the earliest opportunity, together with the action the school proposes to take to bring the budget back within available funding

Secondary schools that maintain their own records under the SIMS or similar management information system must provide the Section 151 Officer and Head of Schools Service with:

- a copy of the monthly reconciliation they undertake back to the County Council's financial system; and
- a copy of the monthly budget monitoring report in a format prescribed by the Section 151 Officer.

Any central transactions that are disputed by the school must be brought to the attention of the Section 151 Officer or his representative by the end of the month following the month during which the transaction was posted to the accounts.

To enable the Section 151 Officer to fulfil his statutory duties schools are required to provide the Authority with details of anticipated and actual expenditure and income, set alongside their budgets (a budget monitoring statement) in a form determined by the Authority, on a monthly basis within 3 working days of the end of the calendar month.

Where schools operate their own bank accounts they will be required to:

- (i) provide termly reports on their anticipated income and expenditure for the year showing clearly all known commitments, in a format provided by the Authority;
- (ii) provide monthly VAT returns to the Authority by the specified date and agree to indemnify the Authority against any HM Revenue and Customs penalties imposed as a result of mis-declarations;
- (iii) provide monthly bank reconciliation returns and details of income and

- expenditure, in a format to be determined by the Authority;
- (iv) be responsible for any penalties incurred as a result of the late payment of invoices;
  - (v) ensure that all accounts are reconciled and balanced by the 4<sup>th</sup> working day following 31<sup>st</sup> March each year, in order that the Authority is able to meet its statutory responsibilities.

### **2.1.3 Control of assets**

Each school is required to maintain an inventory of its moveable non-capital assets, in accordance with the current County Council Financial Regulations. The authorisation procedure for the disposal of all assets is as set out in the County Council's Financial Regulations. However, schools are free to determine their own arrangements for keeping a register of assets worth less than £1,000 but they must keep a register in some form and this register must satisfy the County Council's insurers.

### **2.1.4 Accounting policies (including year-end procedures)**

Schools are required to abide by procedures issued by the Section 151 Officer. The Authority will issue detailed procedural guidance periodically, including guidance on the closure of the year-end accounts.

### **2.1.5 Writing off of debts**

The procedure for authorisation of writing off of debts is as set out in the County Council's Financial Regulations. Debt will be written off against the school budget share.

### **2.1.6 Voluntary and private funds**

The requirement for an annual report to be presented to the governing body is covered in section 2.7. In addition, the governing body should consider what, if any, additional reporting requirements are necessary to ensure the appropriate use and management of voluntary and private funds.

## **2.2 Submission of budget plans**

2.2.1 A provisional budget plan, including the updated estimated outturn position for the current year, must be submitted to the Authority by the 31<sup>st</sup> March. The Authority will provide detailed guidance to schools by mid January on the format in which budget plans should be presented.

Schools should take full account of estimated deficits/surpluses at the 31<sup>st</sup> March in their budget plan.

2.2.2 Each school must submit a final budget plan, approved by the full governing body, to the County Council by 1<sup>st</sup> May detailing its intentions for expenditure and income in the current financial year and the next two years (primary schools) or three years (secondary/special schools) together with the assumptions underpinning the budget plan. The submitted budget plan will be adjusted by officers of the Authority to

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

account for the variance between the estimated balanced at the end of the previous year and the actual balance at that year end.

2.2.3 The budget submitted must not show a cumulative deficit balance in the current budget year or in either of the following two years:

- where planned expenditure exceeds the available budget, including brought forward balances, the Authority will require the submission of a plan which meets the requirements of this Scheme.

Any school with a planned cumulative surplus balance at the end of the financial year and, on current projections, is projecting a cumulative deficit at the end of the following financial year, is required to produce a recovery plan 4 terms prior to the beginning of the financial year in which they are projecting to go into deficit i.e. for 2018-19 the recovery plan should be in place by the end of December 2016.

The use of four year budget plans will enable governing bodies and the Authority to:

- recognise emerging pressures;
- demonstrate the sustainability of proposed actions;
- plan to manage change effectively.

Plans may be used to inform judgements about the efficiency of financial management as well as for resource, staffing and other planning purposes.

Planned expenditure must not exceed the resources available to the school, taking into account any balance due to or from the school for the previous year, without specific approval by the County Council under para 4.8 (licensed deficits). Failure to set a budget within the resources available may lead to the issue of a notice of concern with accompanying restrictions on powers of expenditure or to the withdrawal of delegated powers from the school.

Where changing circumstances significantly affect a school's financial position, the Authority may require the submission of revised plans throughout the year but no more frequently than once every three months.

The Authority will supply schools with such income and expenditure data which it holds which it considers is necessary for efficient planning by schools.

2.2.4 The governing body should agree the form of the budget needed for the internal management of the school. Such a budget needs to be expressed in financial and non-financial terms and should, as necessary, cover:

- the number and cost of teachers;
- discretionary allowance payments;
- size of teaching groups and curriculum coverage;
- details of staffing other than teachers;
- analysis of the budget between departments of the school (may only be applicable to secondary schools);
- comparison of budget proposals with actual expenditure in the previous year;
- itemising any individual high value equipment, maintenance, decoration, goods or services (the lower limit figure to be determined by the governing body but it is

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

recommended that this figure should not be less than £1000).

2.2.5 The Authority will supply schools with monthly reports of all school income and expenditure data which it holds which is necessary for efficient planning by schools, and supply schools with an annual statement showing when this information will be provided through the year.

### 2.3 Best Value

Governing bodies will be expected to demonstrate that they are pursuing the principles of Best Value as contained in Government and Welsh Government legislation and guidance relating to local government in general and, in particular:

- that they are delivering services of high quality and effectiveness in an efficient manner whilst continually improving performance;
- that there is effective and accountable stakeholder involvement and consultation;
- that there is a willingness to consider and use alternative methods of service delivery to deliver described outcomes.

Each annual budget plan will be accompanied by a statement by the governing body containing a review of its performance and a performance plan - including the steps it will take in the course of the coming year to ensure that expenditure, particularly in respect of large service contracts, reflects the principles of Best Value.

### 2.4 Virement

Governing bodies / headteachers may vire between budget heads in the expenditure of the school's budget share. However, where the governing body is in receipt of specific grants, they must comply with the grant conditions relevant to each grant. All virements should be approved by the governing body (or committee or headteacher with delegated powers) prior to the commitment of any expenditure and included in any budgetary information submitted to the Authority.

Where virement occurs and there is likelihood of total planned expenditure exceeding the planned budget, which will result in a cumulative deficit in the current or subsequent year, the school should immediately notify the Schools Finance Manager who will inform the Section 151 Officer. Schools with licensed deficits (see also para 4.8) and those scheduled for closure (see also para 3.7.2) may have restrictions imposed on powers of virement.

### 2.5 Audit: General

Schools are subject to County Council internal audit processes and external audit processes as determined by the Wales Audit Office, and are required to co-operate with both internal and external auditors as determined by the County Council's Financial Regulations and statutory requirements.

Additional County Council audit arrangements will apply to schools having their own bank account, compared with non-bank account schools.

In exceptional situations, as outlined below, the Authority reserves the right to charge

for internal audit services if:

- (i) an ad hoc audit is required by the headteacher, governing body, Director of Education Head of Schools Service or Section 151 Officer, due to evidence of suspected illegal or fraudulent practice at the school;
- (ii) the financial records or processes in the school are inadequate to ensure sound financial management and the school has failed, after an initial warning, to update its financial system to a standard acceptable to the Section 151 Officer;
- (iii) An external service provider or a member of the school's staff has corrupted the Authority's financial system.

In these circumstances, the Authority will inform the governing body or headteacher before an audit is due to take place and will provide an estimated charge for the services required.

It is good practice to consider an internal audit review on the change of any member of staff with significant financial responsibilities e.g. a Headteacher or Business Manager.

### **2.6 Separate external audits**

A governing body is allowed to spend funds from its budget share to obtain additional external audit certification of its accounts, separate from any County Council internal or external audit process. The Authority will, however, not make any additional funds available for this purpose. An external audit commissioned by a school must take into account the status of the school as a spender of County Council funds, rather than being a grant aided institution.

### **2.7 Schools running businesses**

Schools are able to run businesses within designated arrangements as long as this does not impact negatively on the school's delegated budget e.g. a school meals service for more than one school, a pre-school or after school club. Any such businesses should be accounted for separately and treated in accordance with the regulations for unofficial and voluntary funds (see section 2.8), with any surplus or deficit during the year together with the accumulated reserves being reported to the governing body no later than the end of the Summer Term following the end of the financial year (see section 2.1). Any such business cannot be supported or funded from the school's delegated budget. A school cannot include in any charge to another school or other service that is funded through the Local Authority, charges for use of a facility/staff member that has been funded through the school's delegated budget.

Prior to the establishment of a new enterprise schools are required to develop a business case, to include arrangements for meeting all staff and other costs including the cost of any staff absence as a result of, for example, sickness, which must be discussed and approved by the governing body before being submitted to the County Council for approval. The County Council will require that the business plan includes a section on how any deficit will be covered.

Any such business must be monitored by and run in accordance with the relevant statutory Inspection body where appropriate.

### **2.8 Audit of voluntary and private funds**

Schools are required to provide annual audit certificates and copies of accounts in respect of voluntary and private funds held by the school and of the accounts of any trading organisations controlled by the school e.g. pre-school or after-school club. Such certificates must be provided to the Authority within 3 months of the close of the financial year to which they relate. Schools who fail to provide audit certificates to the Authority as required will be in breach of this Scheme.

Where schools do not provide an audit following a written warning then the Authority will appoint an auditor to prepare and audit the accounts and charge all costs to the school. If a school persistently fails to provide an audit certificate then the Authority reserves the right to withdraw the right of a school to hold voluntary or private funds.

The accounts must be presented to the governing body annually, with a termly update, stating the use made of such funds, together with the balances held at the year end and any outstanding commitments on these balances.

Any monies received by the school that relate to expenditure that has been or will be incurred under the school's delegated budget should only to be paid into the school's unofficial fund in exceptional circumstances, for example when a cheque is payable to the school and cannot be paid into the Council bank account. Where this occurs the reimbursement from the school fund to the school budget should be made within one month of the monies being paid into the school fund and should be made either through the delegated budget bank account (secondary schools) or through e-returns (primary/special schools).

Any monies collected and held within the unofficial fund in respect of school trips, etc. where the payment for such trips is planned to be made out of the school's delegated budget, should be transferred to the delegated budget prior to the payment of the invoice.

Guidance on the operation and format of accounts is provided in Section 10 of the Authority's guidance and recommended procedures for school strategic and financial management.

### **2.9 Register of business interests**

The governing body of each school is required to establish a register which lists for each member of the governing body and the headteacher, any business interests they or any member of their immediate family have; to keep the register up to date with notification of changes and through annual review of entries; and to make the register available for inspection by governors, staff, parents and the Authority.

### **2.10 Purchasing, tendering and contracting requirements**

Schools are required to abide by the County Council's Financial Regulations and Standing Orders in purchasing, tendering and contracting matters.

Schools are also required to assess in advance, where relevant, the health and



safety competence of contractors, taking account of the Authority's policies and procedures.

However, any section of the Financial Regulations and Standing Orders will be disapplied if they would require schools:

- (a) to do anything incompatible with any of the provisions of the scheme, or any statutory provision, or any EU Procurement Directive;
- (b) to seek Local Authority officer countersignature for any contracts for good or services for a value below £60,000 in any one year;
- (c) to select suppliers only from an approved list;
- (d) to seek fewer than three tenders in respect of any contract with a value exceeding £10,000 in any one year.

The County Council has established a list of approved suppliers and there is an expectation that schools will utilise these contracts in order to ensure and demonstrate they are obtaining value for money. Details of these contracts can be found at <http://intranet.powys.gov.uk/index.php?id=390>.

Purchasing is inextricably linked to the budgeting process. Schools must have in place mechanisms to monitor levels of commitment against budgets and consideration must always be given to whether there will be adequate funds available to pay for an order before that order is authorised and placed. This is particularly relevant in relation to the tender process where the financial sums involved are higher and any difficulties are likely to impact upon the school's financial position more significantly. Suitable commitment records must be maintained in accordance with minimum standards.

Before entering into any recurring commitment (including staffing) the governing body must ensure that the projected expenditure is demonstrably supported by the resources likely to be available to them in the years over which the commitment extends.

### **2.11 Application of contracts to schools**

Schools have the right to opt out of Authority arranged contracts except where this Scheme provides otherwise.

Although governing bodies are empowered under paragraph 3 of schedule 10 to the SSAF Act 1998 to enter into contracts, they do so on behalf of the Authority as the maintainer of the school and owner of the funds in the budget share. However, other contracts may be made solely on behalf of the governing body, where the governing body has clear statutory obligations e.g. contracts made by aided or foundation schools for the employment of staff.

The Authority will supply schools on a regular basis with a list of the services which it intends to provide and into which schools may enter on a contractual basis. The Authority reserves the right to alter or amend these services in line with its duty to secure Best Value.

Schools with deficit budgets that are unlicensed or which exceed £2,000 (primary) or

## **POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18**

£10,000 (special and secondary) will be required to purchase the Authority's financial support service level agreement.

### **2.12 Grants and central funds**

The Authority is authorised to make sums available to schools from central funds, in the form of allocations which are additional to and separate from the schools' budget shares. Such allocations will be subject to conditions setting out the purpose or purposes for which the funds may be used and, while these conditions need not preclude virement (except where the funding is supported by a specific grant which the Authority itself is not permitted to vire), this should not be carried to the point of assimilating the allocations into the school's budget share.

Schools are required to maintain their accounting records in such a way as to be able to demonstrate that where appropriate the requirement to spend only on the purpose for which funding is given, and not to vire into the budget share, has been complied with.

Schools are required to account for any grant funding at the end of the financial year and/or at the conclusion of the specific funding allocation. Grant funding must be returned to the Authority if not spent in-year or within the period over which schools are allowed to use the funding, if different.

### **2.13 Spending for the purposes of the school**

Although s50(3) of the SSAF Act 1998 allows governing bodies to spend budget shares for the purposes of the school, this is subject to any provisions of this Scheme.

### **2.14 Capital spending from budget shares**

Governing bodies are allowed to use their budget shares to meet the cost of capital expenditure on the school premises. This includes expenditure by the governing body of an aided school on work which is their responsibility under paragraph 3 of Schedule 3 of the SSAF Act 1998.

The Authority must be notified of any capital spending from budget shares and, if the expected capital expenditure from the budget share in any one year will exceed £15,000, the governing body is required to take into account any advice from the Strategic Director: Resources as to the merits of the proposed expenditure. If the premises are owned and maintained by the County Council then the governing body is required to seek the consent of the Authority to the proposed works but such consent can be withheld only on health and safety grounds.

Whilst all proposals for capital expenditure will be considered on their individual merits, governing bodies should be aware that the Authority will not normally approve works which could lead to the creation of spare (surplus) places, or which are contrary to the school modernisation programme. Similarly, the Authority will not normally approve works which incur additional ongoing revenue costs, unless the governing body is able to demonstrate an ability to meet such additional costs from its budget share.

Reference should also be made to the requirements contained within the Education (School Premises) Regulations 2012 and DfES Construction Standards, and health and safety legislation.

### **2.15 Notice of concern**

The County Council sees effective stewardship of the resources available to schools as underpinning the delivery of the curriculum. However, there are occasions when a school is not demonstrating appropriate control and management of its finances and Local Authority intervention is required. The Authority may issue a notice of concern to the governing body of any school it maintains where, in the opinion of the Strategic Director for Resources:

- the school has failed to comply with any provisions of this Scheme; or
- there are concerns about the standard of financial management; or
- action needs to be taken to safeguard the financial position of the Local Authority or the school; or
- the financial conduct of the school threatens the standard of educational attainment.

Such a notice will set out the reasons and evidence for its being issued and may place on the governing body restrictions, limitations or prohibitions (see also para 4.8) in relation to the management of funds delegated to it. The notice may require the governing body to produce an action plan to address the concerns of the Authority.

The notice will clearly state the nature of these requirements and the way in which, and the time by which, such requirements must be complied with in order for the notice to be withdrawn. It will also identify a named officer / advisor who will provide support in scrutinising the school's finance, curriculum and staffing to help in producing a viable recovery plan. It will also state the actions that the Authority may take where the governing body does not comply with the notice.

The Authority will not use the notice of concern provision where the situation in respect of a school's standard of management makes withdrawal of delegation appropriate.

### **2.16 Suspension of delegation**

Schedule 15 to the SSAF Act, as applied by section 51, provides that suspension of delegation may take place if a school's governing body has persistently or substantially breached a requirement or restriction relating to its delegated budget; or has not managed its budget share satisfactorily.

The Authority must send a copy of the notice to the governing body, headteacher and the Welsh Government. If such suspension takes place there is a right of appeal to the Welsh Government and the Authority is required to review the suspension within a certain period (or may do so earlier if they wish). There is a further right of appeal against refusal to restore the right to a delegated budget.

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

The principal effect of suspension of the right to a delegated budget is that the governing body loses the right to decide on how the budget should be spent (except to a limited extent if the Authority so decides) and loses the majority of decisions on staffing numbers and allocation.

In addition to financial reasons for the suspension of delegation the Authority may also suspend the right to a delegated budget for reasons arising from the powers in sections 14-17 of the SSFA; if this happens such suspension has the same effect but there is no right of appeal to WG against the initial suspension.

### 2.17 Use of LA powers to suspend or restrict delegation

Issue of a notice of concern with accompanying restrictions or loss of right to a delegated budget is a rare event and should remain so. The school and the Authority should discuss any problems which may lead to such action and seek to rectify them before the need for formal action arises. Schools must co-operate with the Authority's monitoring arrangements which are designed to identify financial problems and take a positive approach to their resolution. Any additional costs to the Authority arising from this action will be charged to the school budget.

The flow diagram below describes the process that will be followed for issuing a Notice of Concern and ultimately the withdrawal of financial delegation.

The flow diagram will only be used in respect of unexpected deficits or those deficits that are known but in the view of the Authority's officers are not being managed appropriately.

Stage	School Action	Local Authority Action	Relevant Local Authority Officers
<b>1</b> School identifies deficit  or  LA Officer raises a concern  5 school days	School notifies LA school finance officer within 5 working days of issue being identified   School acts with utmost prudence freezing all appointments and unplanned expenditure	Officer receiving notification of concern or who identifies concern notifies Head of Schools Service within 5 working days of issue being identified   Head of Schools Service arranges team to ensure that Stage 2 is undertaken to ascertain financial position of the school	Challenge Adviser School Finance Officer Head of Schools Service Schools Service budget holder
<b>2</b> Exploration of issue  20 school days	School provides LA with all necessary information and prioritises required meetings within a 20 school days deadline	Contact to be made with school to query and/or challenge financial assumptions / budget.  Notify Schools Finance Officer, HR Advisor and Challenge Adviser	Head of Schools Service Named Officer/Adviser Schools Service budget holder School Finance Officer

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

Stage	School Action	Local Authority Action	Relevant Local Authority Officers
<p><b>3</b> Finalisation of actions to be undertaken</p> <p>15 school days</p>	<p>Following exploration of issue, agree actions with LA, for example:</p> <ul style="list-style-type: none"> <li>• provision of 5 year forecast outturn/cashflow and curriculum plan</li> <li>• a deficit recovery plan including timescales agreed with LA is approved by governing body and signed by Chair</li> </ul>	<p>Following exploration of issue, agree actions with the school LA named officer/advisor works with the school to develop recovery plan including limitations as to spending by Governing Body</p> <p>Recovery plan submitted to LA for agreement. LA notifies school of conditions required as part of recovery plan and of the support and monitoring arrangements.</p>	<p>Strategic Director: Resources Head of Schools Service Schools Service budget holder Named Officer/Adviser Challenge Adviser School Finance Manager School HR Advisor</p>
<p><b>4</b> Implementation and monitoring</p> <p>As detailed in recovery plan</p>	<p>School implements recovery plan complying with all limitations and monitoring requirements required by LA</p>	<p>LA monitors progress with action plan and provides school with support as required by the recovery plan e.g. timely decisions of staff appointments, agreement to budgets etc</p>	<p>Challenge Adviser Schools Service budget holder School Finance Officer Named Officer/Adviser School HR Advisor</p>
<p><b>5</b> Formal meeting</p>	<p>Attendance at formal meeting by Head, Chair of Governors and Chair of Finance Committee</p>	<p>A formal meeting to be held with 10 working days notice to the school if:</p> <ul style="list-style-type: none"> <li>• the actions agreed in stage 3 are not completed within the agreed timescale; or</li> <li>• the school defaults on any aspects of the recovery plan</li> </ul>	<p>Strategic Director: Resources Head of Schools Service Schools Service budget holder School Finance Manager Named Officer/Adviser</p>
<p><b>6</b> Follow up</p> <p>or</p> <p>Withdrawal of delegation</p> <p>5 school days</p>	<p>School provides acceptable written assurances of compliance as required by LA within 5 working days of formal meeting.</p> <p>or</p> <p>School does not provide such assurances</p>	<p>LA accepts school assurances and returns process to <b>stage 4</b>, possibly with additional restrictions and monitoring</p> <p>LA issues formal notice of concern and provides 28 calendar days notice of withdrawal of delegation</p> <p>Notify Director of Education and Head of Schools Service</p>	<p>Approval letter sent by Strategic Director: Resources</p> <p>Formal Notice sent by Strategic Director: Resources</p>

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

Stage	School Action	Local Authority Action	Relevant Local Authority Officers
<b>7</b> 28 calendar days notice period	School accepts action  or  School invokes appeals procedure. In the interest of protecting public money the school acts with utmost prudence freezing all appointments and unplanned expenditure during the appeal	LA identifies officer and supporting team to control school finances and time period for suspension of delegation and review criteria for reinstatement.  LA provides evidence to support its decision  LA monitors school closely during appeal	Strategic Director: Resources Head of Schools Service Schools Service budget holder Schools Finance Manager Named Officer/Adviser
<b>8</b> Ongoing withdrawal of delegation	School provides appointed team with all required assistance and information.  Decisions regarding expenditure are taken only in consultation with LA appointed officer and/or team	LA appointed officer and team control school expenditure  LA appointed officer and team provide evidence for reviews as required, where appropriate recommending reinstatement of delegation to Head of Schools Service who will make appropriate recommendations to the Strategic Directors	Challenge Adviser Schools Service budget holder Named Officer/Adviser School Finance Officer Strategic Director: Resources Head of Schools Service

### SECTION 3: INSTALMENTS OF THE BUDGET SHARE; BANKING ARRANGEMENTS

#### 3.1 Frequency of instalments

The proportion of the budget share calculated as under section 3.2 will be paid into schools' bank accounts quarterly in advance by electronic transfer in accordance with the following schedule:

- (a) 1st April - 30% of annual advance
- (b) 1st July - 30% of annual advance
- (c) 1st October - 20% of annual advance
- (d) 2nd January - 20% of annual advance

Monthly advances will only be considered where a school is running and paying its own payroll.

In either case advances will be adjusted for interest lost by the County Council as a result of making advance payments.

Interest will be calculated by comparing cash flow incurred by the County Council in

making advance payments to school bank accounts with that estimated to be incurred if school expenditure were met directly by the County Council. The rate of interest will be the current bank rate averaged for the preceding year to 1<sup>st</sup> March.

An adjustment to reflect any over/under advances in the previous financial year will be included in the advance made on or after 1<sup>st</sup> July. If the level of adjustment is greater than the advance due then no advance will be made in that quarter and the school requested to transfer the balance back to the Authority.

When the payment date is a non-banking day payment will be made on the next banking day.

### **3.2 Proportion of budget share payable at each instalment**

The proportion of budget share payable into a school's bank account will be exclusive of estimated pay costs and any other costs paid centrally on behalf of the school by the Authority, including utility charges, National Non Domestic Rates, central recharges and any other payment made centrally.

### **3.3 Interest on late budget share payments**

The Authority will add interest to late payments of budget share instalments, where such payment is the result of Authority error. The interest rate used will be the current bank base rate.

### **3.4 Bank and building society accounts**

All maintained schools may opt to have an external bank account into which their budget share payments, as determined by sections 3.1 and 3.2, are paid. Schools having such accounts will be allowed to retain all interest payable on the account. Schools may operate deposit accounts to maximise interest on their cash holdings as well as current accounts. Deposit accounts may only be opened with the bank or building society which holds the current account for the school.

New accounts can only be opened, following receipt of written notice of intent signed by the headteacher and chair of governors:

- (i) from the beginning of the financial year, following three months notice;
- (ii) if the school can demonstrate they will end the year, leading up to their own bank account, in a break-even or a surplus position. The Authority will agree with the school an amount to be transferred representing its projected balance, on the basis that there is then a subsequent correction when the accounts for the relevant school year are closed. Should a school be in an overspend (deficit) position the request for its own account will be refused until such time as the deficit is cleared and in any case until the start of a financial year.

The governing body of each school will be responsible for ensuring that their bank accounts are managed properly and efficiently in line with the County Council's Financial Regulations.

As schools will not be able to register independently with HM Customs and Excise,

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

all appropriate financial stationery used by schools must have reference to Powys County Council and its registration numbers.

If a school opens an external bank account the Authority will, if the school desires, transfer immediately to the account an amount agreed by both the school and Authority as the estimated cash balance held by the Authority in respect of the school's budget share, on the basis that there is a subsequent correction when accounts for the relevant school year are closed.

### **3.4.1 Imprest bank accounts**

As an alternative to operating a bank account as set out in section 3.4, schools may opt to operate a bank account on an imprest basis, whereby a sum of up to £5,000 will be given as an initial advance. Schools will then submit a monthly claim of actual sums spent for reimbursement.

Following reimbursement the money held in a school's bank account will equal the initial advance given.

Alternatively, for small purchases, a school can apply for a corporate imprest account which does not involve the need to hold an associated bank account.

### **3.4.2 Restrictions on bank accounts**

All bank accounts including those held for unofficial funds must be notified to, and approved by, the Section 151 Officer before they are opened, except that former GM schools may nominate and use the same accounts as used by them for AMG in 1998-99. Bank and building societies must be selected from an approved list available from the Section 151 Officer.

All bank accounts relating to the school's delegated budget will bear the name of the school followed by "Powys County Council" (e.g. Llandrindod High School - Powys County Council). Bank and building society accounts will be operated in accordance with detailed Financial Regulations issued by the Section 151 Officer. The Section 151 Officer or his representative will be provided with access to all school bank accounts. All balances in school bank accounts under this Scheme remain the property of the County Council. Bank accounts must not be overdrawn.

Governors who are not members of staff cannot be signatories to local bank accounts.

### **3.4.3 Debit and other charge cards**

Where a governing body considers that the use of a debit card, a corporate credit card or a purchasing card would fit within its purchasing strategy then a purchase card may be provided under arrangements approved by the Section 151 Officer. The governing body is responsible for ensuring that the cards are operated in accordance with Minimum Standards. Debit, credit or purchasing cards are not otherwise permitted. Debit, credit and purchasing cards must not be used to obtain cash advances.



### **3.5 Borrowing by schools**

Governing bodies may borrow money from a bank or building society only with the written permission of the Welsh Government. Any requests for such consent and the outcome should be notified to the Section 151 Officer. The Authority will not accept any responsibility for any such loans so authorised.

This does not apply to Trustees and Foundations whose borrowing, as private bodies, makes no impact on Government accounts. These debts may not be serviced directly from the delegated budgets but schools are free to pay for a service which the Trustees or Foundation are able to provide as a consequence of their own borrowing. Governing bodies do not act as agents of the Authority when repaying loans.

### **3.6 Lease/rental agreements**

Schools are legally only allowed to enter into rental (operating) leases e.g. photocopier, computer network system, and must have approval of the Section 151 Officer prior to entering into any lease agreement.

The County Council's Financial Regulations require all leases to be signed off by the Finance Department to ensure:

- the most appropriate and cost effective method of financing the asset is being utilised;
- all amounts outstanding on leases are included in the balance sheet as required by the Authority's accounting regulations;
- that the lease does not impact negatively on the County Council's borrowing capability.

The governing body must have an ongoing regard to Best Value considerations and should be able to demonstrate that they have been applied in relation to leases.

### **3.7 Resourcing of new schools and schools due for closure, amalgamation or merger (see also section 4.7)**

#### **3.7.1 New schools**

In the first year of the opening of a new school, the school will be formula funded for the appropriate proportion of the financial year e.g. if a school opens in September it will be resourced for 7 months of the financial year (7/12 of the formula allocation).

The Authority has the right to delegate selectively and optionally to the governing body of schools that have yet to receive delegated budgets.

#### **3.7.2 Schools due for closure, amalgamation or merger**

Where a school is scheduled to be closed, amalgamated or merged during a financial year, the school will receive formula funding for the proportion of the financial year for which it is open i.e. if a school closes on 31<sup>st</sup> August it will only be resourced for the first 5 months of the financial year (5/12 of the formula allocation). When the school

closes, any balance (surplus or deficit) will revert to the Authority. It will not be transferred as a balance to any other school.

The remainder of the annual budget will be retained centrally, to meet any exceptional costs incurred during the closing process together with any cumulative overspend at the school. Thereafter the savings will be reinvested into the Schools Service budget.

In order to ensure effective stewardship of the resources available to schools, the Authority may impose additional restrictions on a school scheduled to close, including but not limited to:

- restriction of expenditure to agreed plans
- removal of powers of virement

### **SECTION 4: THE TREATMENT OF SURPLUS AND DEFICIT BALANCES ARISING IN RELATION TO BUDGET SHARES**

#### **4.1 The right to carry forward surplus balances**

Schools will carry forward from one financial year to the next any shortfall in expenditure relative to the school's budget share for the year plus/minus any balance brought forward from the previous year.

For a school having a new bank account the Authority will calculate on a provisional basis the amount of any balance to be transferred to a school's bank account and indicate the date by which the transfer would occur, pending a later reconciliation.

To ensure the overall financial robustness of schools it is expected that the collective balances should always be in surplus. Each school will be required to meet the conditions detailed in Sections 4.2 to 4.9 on an individual basis, with the Authority monitoring the overall planned balances for each of the 3/4 years in the planning cycle.

#### **4.2 Reporting on the intended use of surplus balances**

Governing bodies should be aware that, as part of the school development planning process, the intended use of all surplus balances, particularly with regard to school improvement, must be included in the school development plan.

Under the School Funding (Wales) Regulations 2010, when surplus budgets held by schools exceed £50,000 for primary schools or £100,000 for secondary schools and special schools, the Authority has the power to direct a school how to spend the balance or to clawback the balance held in excess of these limits.

For the avoidance of doubt, surplus balances may be clawed back in either of two circumstances:

- a) planned surplus balances at budget setting and approval stage (the subject of this paragraph 4.2); and
- b) unplanned surpluses on outturn (the subject of paragraph 4.3).

Any surplus balance will be calculated with the exclusion of any ALN or specific grant funding.

If a planned surplus at year end is more than (i) 5% of the delegated budget share or (ii) £10,000, whichever is the greater, subject to a maximum of £50,000 (primary schools) or £100,000 (secondary and special schools) then schools are required to report to the Authority on the proposed use of the planned surplus in subsequent years. Planned use of surplus funds will be considered by the Authority and approved where appropriate.

If a school has either not submitted its budget plan by 1<sup>st</sup> May or the budget plan or part of the budget plan has not been approved then, subject to adjustment on receipt of final outturn figures, clawback will be applied by the Authority.

Flow diagrams describing the process can be found at **Annex Bi** and **Bii**.

### 4.3 Controls and recovery of surplus balances

In accordance with Section 4 of the School Funding (Wales) Regulations 2010, the Authority will monitor end of year balances. Following production of the outturn statement, cumulative surplus or deficit balances at year end will be calculated.

If the actual cumulative outturn surplus is:

- (a) greater than that approved by Cabinet at the start of financial year or following a subsequent report, and
- (b) more than £50,000 (primary schools) or more than £100,000 (secondary and special schools)

clawback will be applied if the outturn surplus is more than (i) £5,000 or (ii) 1½% of the budget share, whichever is the greater, above the approved surplus at budget setting stage, subject to a maximum of £20,000 (primary schools) and £40,000 (secondary and special schools).

The Authority will consider any clawback from a school's outturn figures before considering any clawback from the following year's budget.

Schools must contact the Authority before the end of the financial year to agree any exceptional circumstances, such as delayed or overrun building projects.

A flow diagram describing the process can be found at **Annex Biii**.

### 4.4 Interest on surplus balances

Surplus balances held by schools with their own bank account may either be invested with the school's bank or building society or via the Section 151 Officer. The Section 151 Officer will advise on prevailing interest rates having regard to the sum to be invested, the term of the investment and market interest rates.

Interest will not generally be payable on surpluses arising from unspent budget shares held as part of the cash balance of the County Council other than stated above. However, if an imprest or non-bank account school identifies part of its carry

forward balances as an earmarked reserve, interest will be paid in line with any inflation increase applied to school budget shares.

### **4.5 Obligation to carry forward deficit balances**

A deficit balance at the end of a financial year will be treated as a deduction from the following year's budget share.

### **4.6 Planning for deficit balances**

A governing body has no legal right to set a deficit budget without the consent of the Authority and should not presume that such consent will be granted. The Authority will consider approving a licensed deficit to a school in certain approved circumstances (see para. 4.9).

### **4.7 Charging of interest on deficit balances**

The Authority will charge interest on deficit balances. The charge will be based on the school's closing cumulative balance at the end of the financial year. To ensure that the school will effectively repay, in real terms, the deficit sum its value will be increased each year in line with any inflation increase applied to school budget shares.

### **4.8 Writing off deficits (see also section 3.6)**

The Authority has no power to write off the deficit balance of any school except for a closed school, subject to authorisation of the Portfolio Holder for Education.

### **4.9 Licensed deficits**

The detailed arrangements applying to this scheme are set out below:

- (a) the maximum length of time over which a school may repay a deficit is three years, except where a longer period, not exceeding five years, has been agreed in exceptional circumstances and with the support of the Head of Schools and the Section 151 Officer. In practice the timescale will depend on the extent of the deficit and the school's ability to take early action.
- (b) deficit arrangements may be agreed in the following circumstances:
  - falling pupil numbers;
  - to spread the cost of cyclical maintenance works over two or more years;
  - other circumstances agreed by the Authority to be reasonable

In the primary sector the maximum licensed deficit which may be approved will be up to 10% of the school's budget share (including any amounts for pupil number adjustments), but with a ceiling of £50,000. In the secondary and special sectors the maximum licensed deficit which may be approved will be up to 7½% of the school's budget share (including any amounts for pupil number adjustments), but with a ceiling of £100,000 for special schools and £150,000 for secondary schools. A school with a planned deficit of less than £500 and a planned underspend in the following financial year will not have to apply to have the deficit approved.

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

The arrangements for licensed deficits will be operated by the Strategic Director: Resources, working within the accounting requirements of the County Council as set out by the Section 151 Officer.

Schools wishing to apply to the Authority to set a deficit budget will be subject to detailed terms and conditions agreed between the governing body, headteacher and the Authority's officers. Restrictions on expenditure and a higher level of budget monitoring will be required by the school and the Authority for the period of the deficit and until such a time as the Authority is satisfied that the school has met repayment targets and is in a position of financial stability. The Authority will appoint a named officer / adviser to support the school in analysing its finance, curriculum and staffing needs.

Requests for licensed deficits will not normally be approved unless the school can produce a recovery plan which, in the view of the Authority, is realistic, prudent and does not exceed three years (exceptionally 5 years). The Authority's named officer / adviser will have a key role in determining whether the recovery plan can be recommended to the Authority as fulfilling these criteria.

Schools have a duty to identify potential deficits and to plan recovery action early. The Authority expects the recovery plan to be submitted by 1<sup>st</sup> May. The format of the recovery plan, and arrangements for its submission, will be specified by the Authority. The recovery plan will have to be updated at least annually until the school returns to a cumulative surplus budget and is in a position of financial stability. Failure to comply with the agreed recovery plan will mean the re-activation of the process set out in para 2.16.

The Authority will impose additional restrictions on a school during the term of the licence, as part of the licence, including but not limited to:

- the right of approval of staffing appointments and any other changes to staffing that increase costs;
- the right of approval of contracts over a specified value;
- restriction of expenditure to agreed plans and removal of powers of virement;
- a requirement to purchase the full Local Authority financial support package;
- agreed repayment targets, etc.
- the written agreement to the terms by the Chair of Governors, following a resolution passed by the full governing body.

The named officer / adviser will be the first point of contact for the school in relation to these restrictions. He or she will make appropriate recommendations to the Strategic Director: Resources and Head of Schools Service. The need for and extent of such restrictions will be assessed on a school by school basis

### **SECTION 5: INCOME**

Schools will be able to retain income except in certain specified circumstances.

#### **5.1 Income from lettings**

## **POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18**

The Authority supports the use of its buildings outside the normal school day however schools must ensure that income received from lettings covers the full cost of that letting.

Schools will be allowed to retain income from lettings of the school premises which would otherwise accrue to the Authority, subject to alternative provisions arising from any joint use or PFI/PPP agreements. Schools will be allowed to cross-subsidise lettings for community and voluntary use with income from other lettings and other non-delegated sources, provided there is no net cost to the delegated budget share. Schools will be required to have regard to any directions issued by the Authority as to the use of school premises, as permitted under the SSAF Act 1998 for various categories of schools and in particular the use of the school for pre-school provision.

Income from lettings of school premises or payment for use of school facilities, such as the photocopier, should not be paid into voluntary or private funds held by a school. In schools using the Council's financial system such income must be paid into the Council's corporate bank account and accounted for on an e-return in order to account correctly for the exempt VAT. In secondary schools using bank accounts the monies should be paid into the school's delegated bank account.

### **5.2 Income from fees and charges**

Schools will be allowed to retain income from fees and charges except where a service is provided by the Authority from centrally retained funds. Where schools provide a service which is normally provided by the Authority e.g. home to school transport, the provision must be fully cost recovered either through parental contributions, user fees or PTA funding and should not be subsidised from the school's delegated budget. In schools using the Council's financial system such income must be paid into the Council's corporate bank account and accounted for on an e-return in order to account correctly for the exempt VAT. In secondary schools using bank accounts the monies should be paid into the school's delegated bank account.

### **5.3 Income from fund-raising activities**

Schools will be allowed to retain income from fund-raising activities.

### **5.4 Income from the sale of assets**

Schools will be allowed to retain the proceeds of sale of assets except in cases where the asset was purchased with non-delegated funds (in which case it will be for the Authority to decide whether the school should retain the proceeds), or the asset concerned is land or buildings forming part of the school premises and is owned by the Authority.

Income from sale of assets purchased with delegated funds may only be spent for the purposes of the school.

## **SECTION 6: THE CHARGING OF SCHOOL BUDGET SHARES**

### 6.1 General provision

The Authority may charge the budget share of a school without the consent of the governing body only in circumstances expressly permitted by this scheme. The Authority will consult schools as to the intention to so charge, and notify schools when it has been done.

The Authority will charge salaries of school-based staff to school budget shares at actual cost.

The Authority will not act unreasonably in the exercise of any power given by this Scheme, or it may be the subject of a direction under s.496 of the Education Act 1996.

For each of these circumstances set out in 6.2 (except 6.2.11) the Authority would need to demonstrate that the Authority had necessarily incurred the expenditure now charged to the budget share. This means that where the Authority cannot incur a liability because the statutory responsibility rests elsewhere, no charging is possible. Therefore the position on charging will vary between categories of school.

### 6.2 Circumstances in which charges may be made

Charges may be made in the circumstances set out below.

In some cases the ability to charge budget shares depends on the Authority having given prior advice to the governing body. The Authority will need to ensure that it has taken steps that enable it to give advice whenever possible.

6.2.1 Where premature retirement costs have been incurred without the prior written agreement of the Authority to bear such costs (the amount chargeable being only the excess over any amount agreed by the Authority).

6.2.2 Other expenditure incurred to secure resignations where the school had not followed the advice of the Authority.

6.2.3 Awards by courts and industrial tribunals against the Authority arising from action or inaction by the governing body contrary to the Authority's advice.

6.2.4 Expenditure by the Authority in carrying out health and safety work for which the Authority is liable where funds have been delegated to the governing body for such work, but the governing body has failed to carry out the required work.

6.2.5 Expenditure by the Authority incurred in making good defects in building work funded by capital spending from budget shares, where the premises are owned by the Authority or the school has voluntary controlled status.

6.2.6 Expenditure incurred by the Authority in insuring its own interests in a school where funding has been delegated but the school has failed to demonstrate that it has arranged cover at least as good as that which would be arranged by the Authority.

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

6.2.7 Recovery of monies due from a school for services provided to the school, where a dispute over the monies due has been referred to a disputes procedure set out in a service level agreement, and the result is that monies are owed by the school to the Authority.

6.2.8 Recovery of penalties imposed on the Authority by the Board of Inland Revenue, the Contributions Agency or HM Revenue and Customs, Teachers Pensions or regulatory authorities as a result of school negligence.

6.2.9 Correction of Authority errors in calculating charges to a budget share (e.g. pension deductions), unless the error dates back several years and such charging would be unreasonable.

6.2.10 Additional transport costs incurred by the Authority arising from decisions by the governing body on the length of the school day, and failure to notify the Authority of non-pupil days resulting in unnecessary transport costs.

6.2.11 Legal (and other similar) costs which are incurred by the Authority because the governing body did not accept the advice of the Authority (see also section 11).

6.2.12 Costs of necessary health and safety training for staff employed by the Authority, where funding for training had been delegated but the necessary training had not been carried out.

6.2.13 Compensation paid to a lender where a school enters into a contract for borrowing beyond its legal powers, and the contract is of no effect.

6.2.14 Cost of work done in respect of teacher pension remittance and records for schools using non-Authority payroll contractors, the charge to be the minimum needed to meet the cost of the Authority's compliance with its statutory obligations.

6.2.15 Costs incurred by the Authority in securing provision specified in a statement of SEN where the governing body of a school fails to secure such provision despite the delegation of funds in respect of that statement.

6.2.16 Costs incurred by the Authority due to submission by the school of incorrect data.

6.2.17 Recovery of amounts spent from specific grants on ineligible purposes.

6.2.18 Costs incurred by the Authority as a result of the governing body being in breach of the terms of a contract.

6.2.19 Recovery of interest on late creditor payments by schools under the Late Payment of Commercial Debts (Interest) Act 1998.

6.2.20 Where the Authority loses any grant income e.g. Education Improvement Grant, due to schools not providing the necessary information or not complying with any grant conditions then the school will bear the cost of that loss.

### 6.3 Education Workforce Council



6.3.1 Under the Education (Wales) Act 2014, the Education Workforce Council is able to charge a fee for registration and retention of entries on the Register of Education Practitioners. The Education Workforce Council (Registration Fees) (Wales) Regulations 2015 require an employer, who has been notified by the Council, to deduct any such fee from a practitioner's salary and remit it to the Council within 14 days.

6.3.2 Schools are entitled to deduct, or arrange for the deduction of, the registration fee from the salaries of those practitioners who are registered, or who are required to be registered, if the fee has not been paid by any other means.

## **SECTION 7: TAXATION**

### **7.1 Value Added Tax**

7.1.1 Generally HM Revenue and Customs has agreed that VAT incurred by schools when spending any funding made available by the Authority is reclaimable by the Authority. This does not include governors of a voluntary aided school when carrying out their statutory responsibility to maintain the external fabric of the buildings.

7.1.2 Schools operating bank accounts must send in to the County Finance Department their claim for VAT on a monthly basis (this claim can be made using the facility available on SIMS or as otherwise directed). Schools must retain all documentation to support their claim as required by HM Revenue and Customs.

The VAT claim must be returned (on the form approved by the Section 151 Officer) to the Schools Finance Team on the first working day following the month end.

7.1.3 The Treasury Management Team will recover the VAT from HM Revenue and Customs and reimburse the school bank account.

7.1.4 Monthly accounting returns are required by the County Finance Department showing an analysis of the month's transactions. Monthly bank reconciliations should be completed and retained by the school, and made available to the County Finance Department on a monthly basis.

7.1.5 Schools must obtain guidance from the Treasury Management Team on the management of VAT. Schools must pay full regard to the Authority's VAT manual which is available on Page 4327 of the Authority's Intranet. Further guidance is available from the Treasury Management Team. This is particularly pertinent in respect of aided schools undertaking duties which are the responsibility of the trustees or the governing body under the trust agreement.

7.1.6 Failure to comply with any of above conditions will result in the removal of the bank account from the school.

### **7.2 Construction Industry Taxation Scheme (CITS)**

The administrative complexity of CITS requires that payments to all building

contractors, who successfully tender for maintenance work, must be made through the County Finance Department's Creditors System. The invoice and a cheque made payable to Powys County Council for the gross amount should be sent to the County Finance Department and a copy of the invoice kept in the school's filing system.

Schools must abide by this procedure or any amendment to this procedure determined by the Section 151 Officer.

### **7.3 PAYE & NI – Schools with their own Bank Accounts**

Schools making payments for goods and services to individuals should be aware that the self-employed status of those individuals is subject to the Inland Revenue 'Categorisation Regulations' and is not a matter of the individual's choice. Schools will be liable for any penalty and back tax/NI that the Authority incurs for non-compliance where payments are made by schools without deduction of tax and NI.

## **SECTION 8: THE PROVISION OF SERVICES AND FACILITIES BY THE AUTHORITY**

### **8.1 Provision of services from centrally retained budgets**

The Authority will determine on what basis services from centrally retained funds will be provided to schools. Such services could include Home to School Transport; certain Special Educational Needs Services; Educational Psychology and Education Welfare Services.

The Authority will not discriminate in its provision of services on the basis of categories of schools except where (a) funding has been delegated to some schools only or (b) such discrimination is justified by differences in statutory duties; this provision encompasses Premature Retirement Costs (PRC) and redundancy payments.

Charges for centrally provided services will not be increased in-year and consultation will be undertaken with both the Schools Forum and schools where a Service Area proposes to increase charges to schools by more than the rate of inflation applied to the linked expenditure area.

### **8.2 Provision of services bought back from the Authority using delegated budgets**

For any arrangement with a school to buy services or facilities from the Authority the term will be a maximum of three years from the inception of the scheme or the date of the agreement, whichever is the later, and periods not exceeding five years for any subsequent agreement relating to the same services. This provision does not apply to centrally funded premises and liability insurance.

When a service is provided for which expenditure cannot be retained centrally by the Authority, it will be offered at prices which are intended to generate income which is no less than the cost of providing these services. The total cost of the service will be

met by the total income, although schools may be charged differentially.

### **8.2.1 Packaging**

Any service which the Authority is providing on a 'buy back' basis will be offered in a way which does not unreasonably restrict schools' freedom of choice among the services available and, where practicable, this will include provision on a service-by-service basis as well as in packages of services.

### **8.3 Service level agreements**

8.3.1 If services or facilities are provided under a service level agreement - whether without charge or on a 'buy back' basis - the terms of any such agreement starting on or after the inception of this scheme will be reviewed at least every three years if the agreement lasts longer than that.

Schools who opt for a term longer than one year will be offered the opportunity of reviewing the arrangement on an annual basis when the budget position for the following year is known.

8.3.2 As far as practicably possible, the Authority will consult with schools on the design and content of service level agreements.

8.3.3 Services, if offered by the Authority, will be available on an ad hoc basis, as well as on the basis of service level agreements.

## **SECTION 9: PFI/PPP**

It is not envisaged that any PFI/PPP projects will be undertaken in respect of Powys schools.

In any case, any proposals for PFI/PPP must be considered by the Section 151 Officer and approved by the Authority prior to proceeding. Where a school is part of a PFI/PPP project, the Authority will reach an agreement with the governing body in respect of those charges the school will have to bear for services incorporated into delegated formula funds.

## **SECTION 10: INSURANCE**

### **10.1 Insurance cover (see also section 6.2.6)**

If funds for insurance are delegated to any school, the Authority will require the school to demonstrate that under a policy arranged by the governing body, cover relevant to an Authority's insurable interests is at least as good as the relevant minimum cover arranged by the Authority where the Authority makes such arrangements, paid for from central funds or from contributions from schools' delegated budgets.

The Authority will have regard to the actual risks which might reasonably be expected

to arise at the school in question in operating such a requirement, rather than applying an arbitrary minimum level of cover for all schools.

### **SECTION 11: MISCELLANEOUS**

#### **11.1 Right of access to information**

Governing bodies will supply all financial and other information which might reasonably be required to enable the Authority to satisfy itself as to the school's management of its delegated budget share, or the use made of any central expenditure by the Authority (e.g. earmarked funds) on the school. This requirement to supply additional financial information does not extend to copies of internal reports to the governing body on financial matters.

#### **11.2 Liability of governors**

As the governing body is a corporate body and because of the terms of s.50(7) of the SSAF Act 1998, governors of maintained schools do not incur personal liability in the exercise of their power to spend the delegated budget share provided they act in good faith. This protection does not extend to fraudulent, reckless or grossly negligent acts.

Powys County Council has public and employer's liability insurance cover in place which covers the legal liabilities of the Council in respect of death, bodily injury and illness to its employees and third parties, or damage to their property, subject to the terms and conditions of the policy. The *Insured* within the policy is Powys County Council and this definition is extended to include governors of schools under the control of the Council (and which buy into the Council's insurance package), whilst engaged on their official duties and activities. The Governing Body of a Voluntary Aided or Foundation School is the employer of the staff. The Powys County Council public and employer's liability insurance policy is extended to include any governor of such schools that are within the Powys County Council area and listed within the schedule of insurance, whilst they are engaged on their official duties as governors of the school, subject to the terms and conditions of the policy.

The Council's Chief Finance Officer acts on behalf of all insureds in respect of this policy and has full discretion in the conduct of any claims or potential claims that may be made against the policy. Where a school governor is entitled to indemnity under the above-mentioned policy any retention (the "excess" or first part of each claim that the insured has to pay) that is the responsibility of the Insured shall be borne by Powys County Council.

#### **11.3 Governors' expenses**

The Authority is allowed to delegate to the governing body of a school yet to receive a delegated budget, funds to meet governors' expenses

Under schedule 11 of the SSAF Act 1998, only allowances in respect of purposes specified in regulations may be paid to governors from a school's delegated budget share; schools are forbidden to pay any other allowances. Schools are also barred

from payment of expenses duplicating those paid by the Welsh Government to additional governors appointed by him to schools under special measures. The amounts of any such allowances will be set by the Authority.

### **11.4 Responsibility for legal costs**

Legal costs incurred by the governing body are part of the cost of maintaining the school (unless they relate to the statutory responsibility of voluntary aided school governors for buildings) and may be charged to the school's budget share if the governing body does not act in accordance with the advice of the Authority.

The procedure which schools should follow in obtaining legal advice where there is a conflict of interest between the Authority and the governing body with the advice of the Authority is as follows:

- notification should be given to the Authority that the governing body does not accept the legal advice tendered by the Authority and that it is seeking alternative legal advice;
- legal advice should then be obtained by the governing body from an appropriately qualified legal advisor.
- that legal advice should then be presented to the Authority.

### **11.5 Health and safety**

Governing bodies are required, in expending the school's budget share, to have due regard to duties placed on the Authority in relation to health and safety and to the Authority's policy on health and safety matters in the management of the budget share.

Directions issued by the Authority to the governing body and headteacher of a community or voluntary controlled school are enforceable, so far as governing bodies are concerned, under s.497 of the Education Act 1996 if not complied with.

### **11.6 Right of attendance of Section 151 Officer (and Director of Education)**

Governing bodies are required to permit the Section 151 Officer (and the Director of Education) of the Authority, or any officer of the Authority nominated by the Section 151 Officer, to attend meetings of the governing body at which any agenda items are relevant to the exercise of her or his responsibilities.

The Authority will give prior notice of such attendance unless it is impracticable to do so.

### **11.7 Delegation to new schools**

11.7.1 Where a new school is being established, the Authority will allocate to the temporary governing body any approved costs required to carry out its statutory functions prior to the opening of the school.

11.7.2 Resources will be allocated for the first 3 full financial years using the funding formula, based on an Authority forecast of pupil numbers projected for the date of

opening. This will be subject to adjustment in the event of the actual number of pupils being different.

### **11.8 Special educational needs**

Schools will be required to use their best endeavours in spending the budget share, to secure appropriate SEN provision for pupils of the school. Should a school substantially and persistently breach its responsibilities in this context, the Authority may instigate proceedings to suspend delegated status.

### **11.9 Community use of facilities**

Governing bodies are able to provide facilities or services, the provision of which furthers any charitable purpose for the benefit of pupils/families at the school or people who live or work in the locality. Expenditure can be incurred to provide staff, goods, services or accommodation to any person. Expenditure can be cross subsidised using income from charges but should not be subsidised from the school's delegated budget. Governing bodies may charge for any services/facilities provided. This arrangement is subject to consultation with the Authority, staff and parents (and pupils if relevant).

### **11.10 'Whistleblowing'**

The procedures to be followed by persons working at a school or school governors who wish to complain about financial management or financial propriety at a school, and how such complaints will be dealt with by the Authority, are contained in Powys County Council's 'Whistleblowing Policy for School Staff'.

### **11.11 Child protection**

Schools should make reasonable efforts to release staff to attend child protection case conferences and related events. Funding to meet such costs is within delegated budgets.

### **11.12 School meals**

The Authority has not produced a policy document for school meals. Where schools have funding delegated for school meals provision they have the option of buying back into the Authority service or making alternative arrangements. Where schools make alternative arrangements they should have regard to any guidance and implement any regulations regarding health and safety and nutritional standards.

## **SECTION 12: RESPONSIBILITY FOR REPAIRS AND MAINTENANCE**

The category of work which governing bodies must expect to finance from their budget is included in **Annex Ci**.

Voluntary aided schools should note the information in **Annex Cii** which should be read alongside the more detailed information on the definition of repair work in

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

'Capital Grant Programme – A guide to Governors' issued to all voluntary aided and special agreement schools in September 2002 by the National Assembly for Wales. For the purpose of determining whether the Local Authority or Voluntary Aided governors are responsible for funding capital or repair work that publication, which details the full division of liabilities, should be consulted. Items that are not the responsibility of Voluntary Aided governing bodies will be treated on the same basis as community and foundation schools and funding delegated by the Authority under its scheme.

DRAFT

ANNEX A

SCHEDULE OF SCHOOLS MAINTAINED BY POWYS LOCAL AUTHORITY

No. on Roll  
January 2016

Primary Schools

ABERMULE CP SCHOOL	67
ARCHDEACON GRIFFITHS C IN W VOLUNTARY AIDED SCHOOL	129
ARDDLEEN CP SCHOOL	84
ARDWYN NURSERY & INFANTS SCHOOL	63
YSGOL-Y-BANNAU	158
BANW CP SCHOOL	33
BERRIEW CP SCHOOL	79
YSGOL BRO CYNLLAITH	38
YSGOL BRO TAW	217
BRONLLYS CP SCHOOL	38
BRYNHAFREN CP SCHOOL	59
BUILTH WELLS CP SCHOOL	262
BUTTINGTON/TREWERN CP SCHOOL	175
CAERSWS CP SCHOOL	54
YSGOL GYNRADD CARNO	39
YSGOL Y CRIBARTH	145
CARREGHOFA CP SCHOOL	113
CASTLE CAEREINION C IN W VOLUNTARY CONTROLLED SCHOOL	44
CHURCHSTOKE CP SCHOOL	53
CLYRO C IN W VOLUNTARY CONTROLLED SCHOOL	95
CRADOC CP SCHOOL	136
CRICKHOWELL CP SCHOOL	233
CROSSGATES CP SCHOOL	150
YSGOL DAFYDD LLWYD	176
YSGOL DOLAFON	77
YSGOL DYFFRYN TRANNON	122
YSGOL GYMRAEG DYFFRYN Y GLOWYR	332
FORDEN C IN W VOLUNTARY CONTROLLED SCHOOL	86
FRANKSBRIDGE CP SCHOOL	33
YSGOL GOLWG Y CWM	218
GLADESTRY C IN W VOLUNTARY CONTROLLED SCHOOL	47
YSGOL GLANTWYMYN	72
GUILSFIELD CP SCHOOL	146
GUNGROG C IN W VOLUNTARY CONTROLLED INFANTS SCHOOL	87
HAFREN CP JUNIOR SCHOOL	158
HAY-ON-WYE CP SCHOOL	166
IRFON VALLEY CP SCHOOL	55
KNIGHTON C IN W VOLUNTARY CONTROLLED SCHOOL	242
LADYWELL GREEN NURSERY & INFANTS SCHOOL	127
LEIGHTON CP SCHOOL	76
LLANBEDR C IN W VOLUNTARY AIDED SCHOOL	40
LLANBISTER CP SCHOOL	31



**POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18**

	<b>No. on Roll January 2016</b>
YSGOL LLANBRYNMAIR	56
LLANDINAM CP SCHOOL	54
LLANDRINDOD WELLS CP SCHOOL CEFNLLYS	300
LLANDRINDOD WELLS C IN W VOLUNTARY CONTROLLED SCHOOL TREFONNEN	195
LLANDYSILIO C IN W VOLUNTARY CONTROLLED SCHOOL	89
LLANELWEDD C IN W VOLUNTARY CONTROLLED SCHOOL	85
LLANERFYL C IN W FOUNDATION SCHOOL	37
LLANFAES CP SCHOOL	237
LLANFAIR CAEREINION CP SCHOOL	195
LLANFECHAIN C IN W VOLUNTARY CONTROLLED SCHOOL	40
LLANFIHANGEL RHYDITHON CP SCHOOL	31
LLANFYLLIN CP SCHOOL	169
LLANGATTOCK C IN W VOLUNTARY AIDED SCHOOL	118
LLANGEDWYN C IN W VOLUNTARY CONTROLLED SCHOOL	31
LLANGORS C IN W VOLUNTARY CONTROLLED SCHOOL	146
LLANGYNIDR CP SCHOOL	137
LLANIDLOES CP SCHOOL	290
LLANRHAEADR YM MOCHNANT CP SCHOOL	80
LLANSANTFFRAID C IN W VOLUNTARY AIDED SCHOOL	119
YSGOL MAESYDRE	182
MAESYRHANDIR CP SCHOOL	202
YSGOL MEIFOD	75
MONTGOMERY C IN W VOLUNTARY CONTROLLED SCHOOL	125
MOUNT STREET CP INFANTS SCHOOL	191
MOUNT STREET CP JUNIOR SCHOOL	138
NEWBRIDGE-ON-WYE C IN W VOLUNTARY CONTROLLED SCHOOL	121
OLDFORD INFANTS SCHOOL	68
YSGOL PENNANT	68
PENYGLODDFA CP SCHOOL	323
PRESTEIGNE CP SCHOOL	172
YSGOL PONTROBERT	37
PRIORY C IN W VOLUNTARY AIDED SCHOOL	147
RADNOR VALLEY CP SCHOOL	65
RHAYADER C IN W VOLUNTARY CONTROLLED SCHOOL	166
YSGOL RHIW BECHAN	166
SENNYBRIDGE CP SCHOOL	122
ST. MARY'S CATHOLIC SCHOOL	110
ST. MICHAEL'S C IN W VOLUNTARY AIDED SCHOOL	134
TALGARTH CP SCHOOL	73
TREOWEN CP SCHOOL	132

## POWYS SCHEME FOR THE FINANCING OF SCHOOLS 2017-18

No. on Roll  
January 2016

### Secondary Schools

BRECON HIGH SCHOOL	556
BUILTH WELLS HIGH SCHOOL	554
YSGOL UWCHRADD CAEREINION	494
CRICKHOWELL HIGH SCHOOL	768
GWERNYFED HIGH SCHOOL	450
LLANDRINDOD HIGH SCHOOL	558
LLANFYLLIN HIGH SCHOOL	832
LLANIDLOES HIGH SCHOOL	528
YSGOL MAESYDDERWEN	447
NEWTOWN HIGH SCHOOL	1091
WELSHPOOL HIGH SCHOOL	900

### Middle School

YSGOL BRO HYDDGEN	520
-------------------	-----

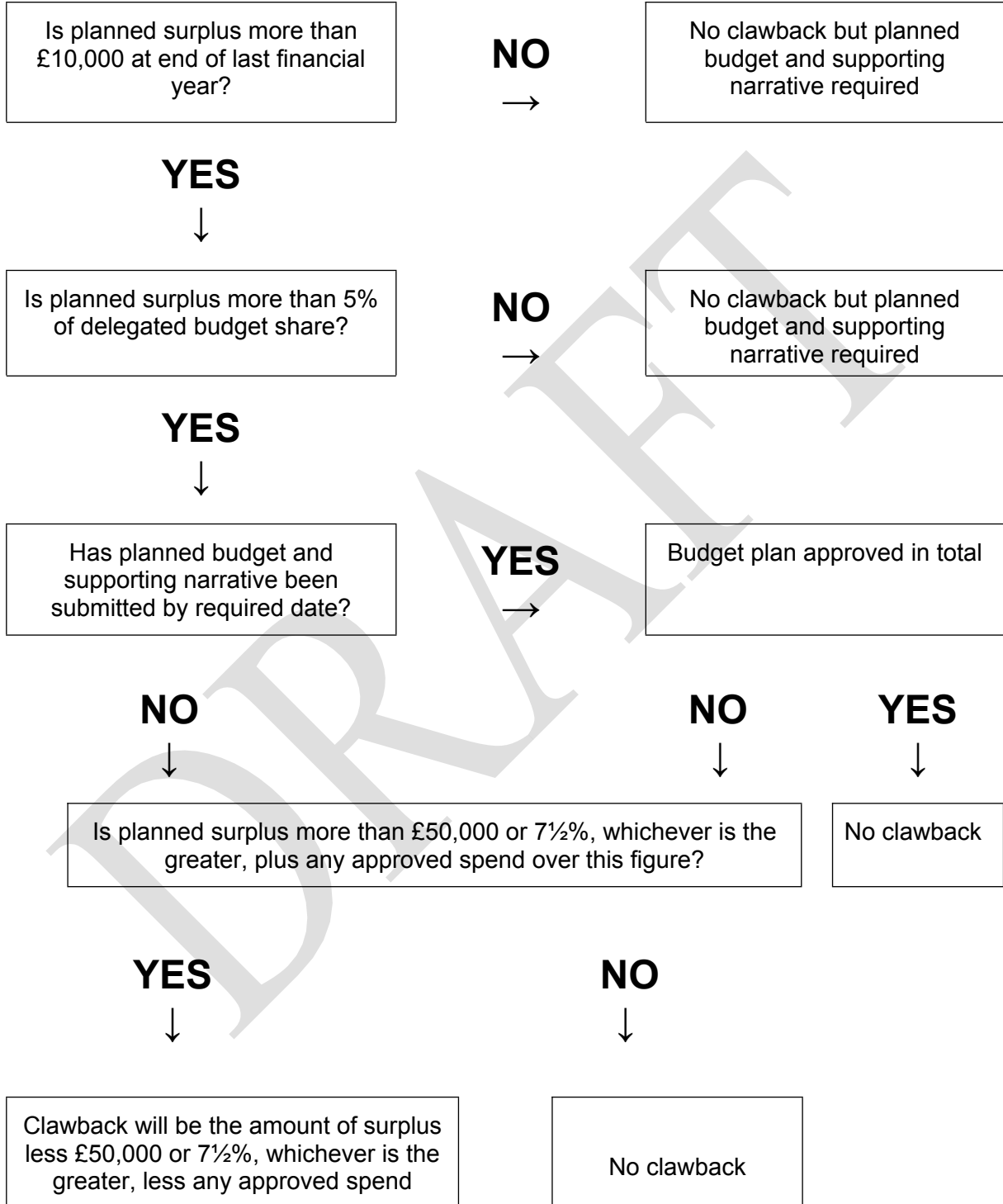
### Special Schools

BRYNLLYWARCH HALL SCHOOL	64
YSGOL CEDEWAIN	118
YSGOL PENMAES	110

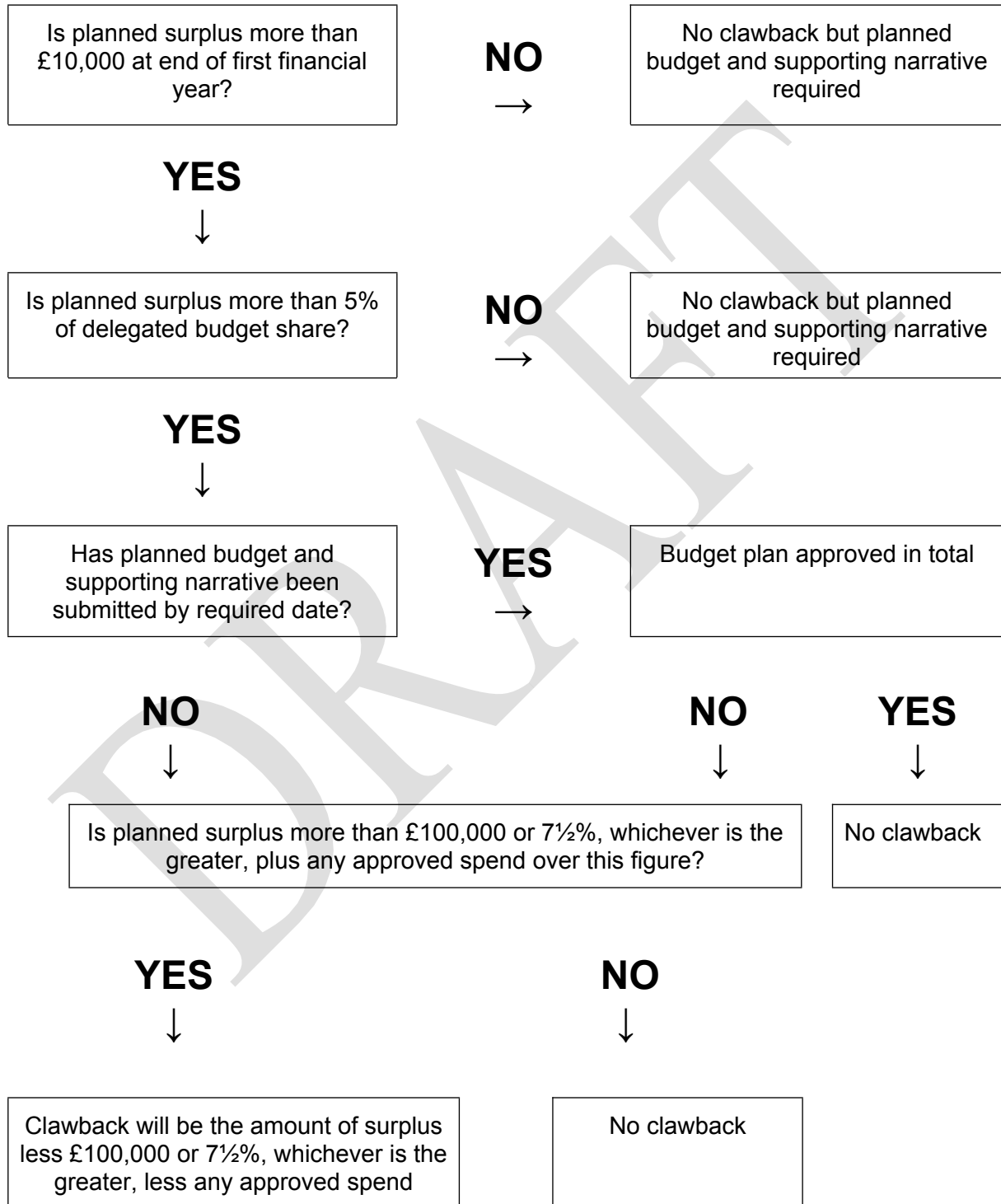
### Pupil Referral Units

PUPIL REFERRAL UNIT – MID / SOUTH	
PUPIL REFERRAL UNIT – NORTH	

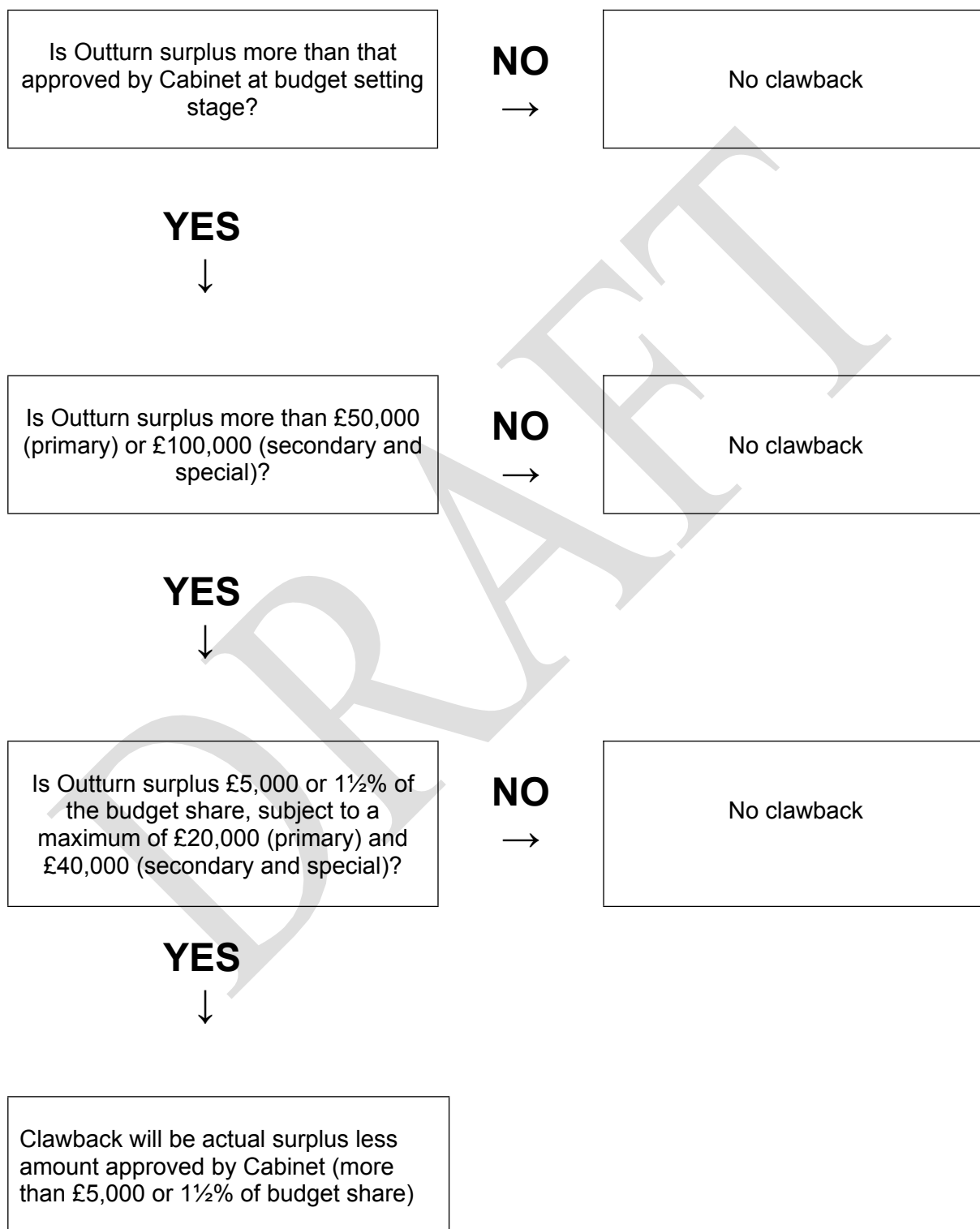
**Primary Schools Clawback Guide –  
Planned Surplus at Budget Setting and Approval Stage**



**Secondary and Special Schools Clawback Guide –  
Planned Surplus at Budget Setting and Approval Stage**



All Schools Clawback Guide – Outturn Surplus



This page is intentionally left blank

**Education Scrutiny Working Group 19<sup>th</sup> January 2017**  
**Scrutiny Observations to Cabinet on: Outcome of consultation on proposed revisions to the Authority's Fair Funding Formula for Schools and Scheme for Financing Schools**

The Group made the following observations to Cabinet/Management Team on 24<sup>th</sup> January 2017 in respect of the draft Cabinet Report.

1. Where changes are proposed for implementation 2017/18 it is **recommended that the impact is included.**
2. There are a number of proposals where the impact will be neutral (eg combining Clerical and Clerking allowance to an Administrative Allowance). However, some schools request more detail within their budget and oppose the change. It is understood that a pack is provided to schools outlining how the formula is calculated and it is **recommended that this pack should include sufficient detail of what each budget heading contains.**
3. With regard to the 0.6 lump sum for management time for small schools it is **recommended that it is made clear that this lump sum is provided for by a combination of management time and small schools protection.**
4. It appears that a number of schools have classrooms which cannot accommodate the class sizes that are proposed to be funded under this scheme. Schools in this position cannot be expected to educate pupils on a level of funding which they cannot accommodate and scrutiny have requested information on the number of schools which have classroom sizes too small for this funding level. In the meantime Cabinet are **recommended to make clear what options are available for schools with classrooms with a lower capacity than that at which it is proposed to fund.**
5. With regard to moving 'efficiencies' into Teaching Cost Allowance. The transparency in relation to class sizes is welcomed however the report notes that the proposal will have '*some impact on individual school budgets*'. It is understood that schools of a size between 85 and 145 are most likely to struggle with the funding currently provided with the formula and are, in effect, supporting small schools through the small schools protection scheme.

The group query the fairness of a large number of pupils (in both the medium and large sized primary schools) having to experience large class sizes to protect a small number of pupils in small schools. **It is recommended that the impact of this proposal on those schools where an impact will be felt is included.**

The Working Group have had sight of the final report to Cabinet and make the following comments:

The final report addresses observation 1 however, observations 2-5 remain outstanding

Membership of the Education Scrutiny Group 19<sup>th</sup> January 2017

County Councillors D Jones, A Davies, R. Davies, M Mackenzie, S McNicholas and K. Roberts-Jones

Parent Governor Representatives A Davies and L Jenkin

Church Representative M Evitts



# C23- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET EXECUTIVE

7<sup>th</sup> February 2016

**REPORT AUTHOR:** County Councillor Arwel Jones  
Portfolio Holder for Education

**SUBJECT:** Education standards report for the academic year 2015-16

---

**REPORT FOR:** Information

---

### Summary

The purpose of the report is to provide the Cabinet Executive with a highlight report (Appendix A) which summarises the performance of Powys schools and early years settings in the academic year 2015-16.

It provides Local Authority level information relating to performance as follows;

- The foundation phase, key stage 2 and key stage 3,
- GCSE and A level outcomes
- Performance in the national literacy and numeracy tests,
- Attendance,
- Exclusions
- Inspection outcomes.
- National Model of school categorisation

Information in respect of individual school performance can be accessed through the Welsh Government website;

<http://mylocalschool.wales.gov.uk>,

Detailed analysis and evaluation of the performance data is used to determine the priorities for improvement in the School Service Improvement Plans through the Accountability Framework approach. This ensures robust performance management and a “golden thread” through to the Council’s Corporate Improvement Plan, One Powys Plan and Strategic Equality Plan. In addition it informs an annual “Notice of Instruction” to ERW, the South West

and Mid Wales regional consortium for school improvement to ensure a linkage of Powys priorities into the ERW business plan.

### **Proposal**

The proposal is that the Council's Cabinet note the report and receive annual updates to ensure that identified areas for improvement are prioritised in the School's Service Improvement Plans as contained in its accountability framework.

### **One Powys Plan**

Transforming Learning and Skills is a key priority of the One Powys Plan and Corporate Improvement Plan. Analysis and evaluation of performance data is used to inform the priorities of the plan. These progress as a golden thread through service improvement plans.

### **Options Considered/Available**

To note the report to ensure the cabinet has an understanding of the performance of Powys schools and how the performance compares against other Local Authorities

### **Preferred Choice and Reasons**

See above

### **Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

There is no significant impact beyond the Strategic Equality Plan containing a range of performance indicators relating to the performance of vulnerable groups of learners.

### **Children and Young People's Impact Statement - Safeguarding and Wellbeing**

The safeguarding and wellbeing of the children and young people of Powys is at all times at the core of a school's business and that of the Local Authority .

### **Local Member(s)**

As this report is a highlight report for information, there is no particular effect or significance of any one or some electoral divisions.

### **Other Front Line Services**

Not Applicable

### **Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)**

Finance – The Schools Finance Manager notes the contents of the report.

### **Local Service Board/Partnerships/Stakeholders etc**

NA

### **Corporate Communications**

The report is of public interest and requires use of news release and appropriate social media to publicise the information.

### **Statutory Officers**

The Strategic Director Resources (S151 Officer) notes the comments made by finance.

The Solicitor to the Council (Monitoring Officer) has commented as follows: “I note the legal comment and have nothing to add to the report.”

### **Members’ Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>		
To note the report	To ensure the cabinet has an understanding of the performance of Powys schools and how the performance compares against other Local Authorities		
<b>Relevant Policy (ies):</b>	One Powys Plan ,Corporate improvement Plan, Strategic Equalities Plan		
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	<b>NA</b>
----------------------------------	-----------

<b>Person(s) To Implement Decision:</b>	Ian Roberts, Head of Schools
<b>Date By When Decision To Be Implemented:</b>	Annual

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
Ian Roberts	01597 826422		ian.roberts@powys.gov.uk

**Background Papers used to prepare Report:**

Cabinet Education Standards report 2015-16 – appendix1

# Education Standards Report

## Academic year 2015-16

This report has been produced for information and for consideration by the Council's Cabinet. It is a high level summary report based on the performance data currently available.

### Content

1. Context
2. Foundation Phase
3. Key Stage 2
4. Key Stage 3
5. Key Stage 4
6. Key Stage 5
7. National Literacy and Numeracy tests
8. Attendance
9. Exclusions
10. Inspection Profile
11. National Model for Categorising Schools

## 1. Context

Powys has 84 Primary schools, twelve secondary schools, one all through school, three special schools and one Pupil Referral Unit.

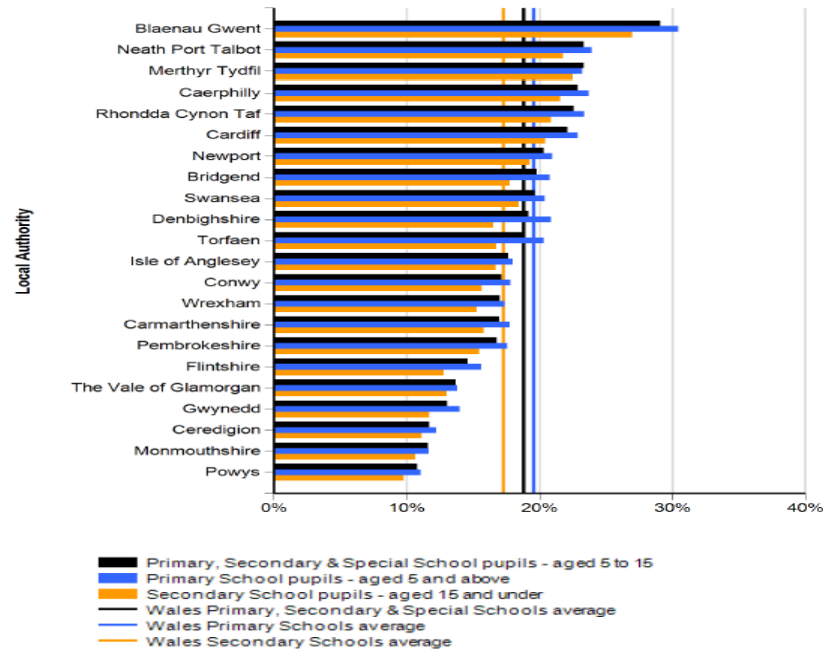
Powys has the lowest percentage of pupils eligible for Free School Meals (eFSM) at both primary and secondary sectors. Using a three year average, Powys has 10.8% eligible for Free school Meals compared to a Wales average of 18.8%. In the Primary sector, Powys has 11.0% compared to 19.6% and 9.8% in the secondary sector compared to 17.3%. Authorities closest to Powys in terms of eFSM are Gwynedd, Ceredigion, Monmouthshire and Vale of Glamorgan.

School performance is judged against schools in similar free school meal bandings

The graphs below provide 3 year average comparative data for eligibility for free school meals

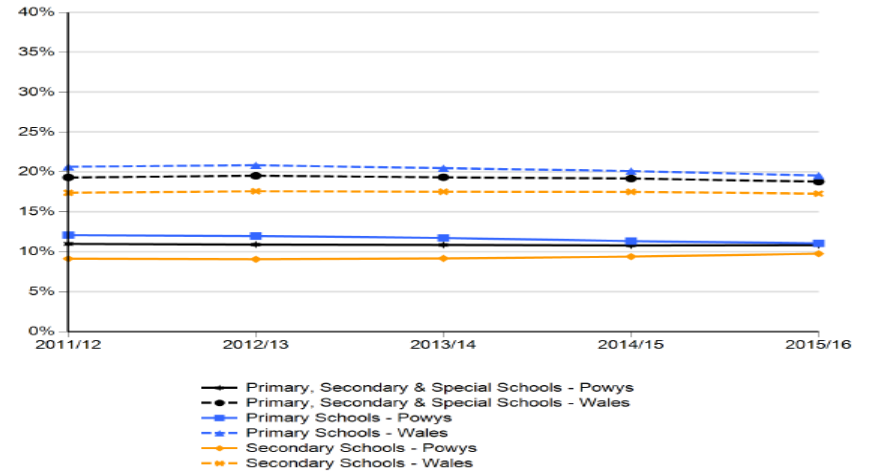
1. FSM eligibility

1.1 % pupils of statutory school age eligible for FSM 3-year average LA comparison - 2015/16



[View the Welsh Government web pages for information on eligibility for Free School Meals in Wales.](#)

1.2 % pupils of statutory school age eligible for FSM 3-year average



3-year average FSM eligibility (% pupils)	Year				
	2011/12	2012/13	2013/14	2014/15	2015/16
Primary, Secondary & Special Schools - Powys	11.0	10.9	10.9	10.8	10.8
Primary, Secondary & Special Schools - Wales	19.3	19.5	19.3	19.2	18.8
Primary Schools - Powys	12.1	12.0	11.7	11.3	11.0
Primary Schools - Wales	20.6	20.8	20.5	20.1	19.6
Secondary Schools - Powys	9.1	9.1	9.2	9.4	9.8
Secondary Schools - Wales	17.4	17.6	17.5	17.5	17.3

## 2. Foundation Phase

In 2015-16 the cohort size was 1,305 pupils, a reduction of 126 pupils from 2014-15.

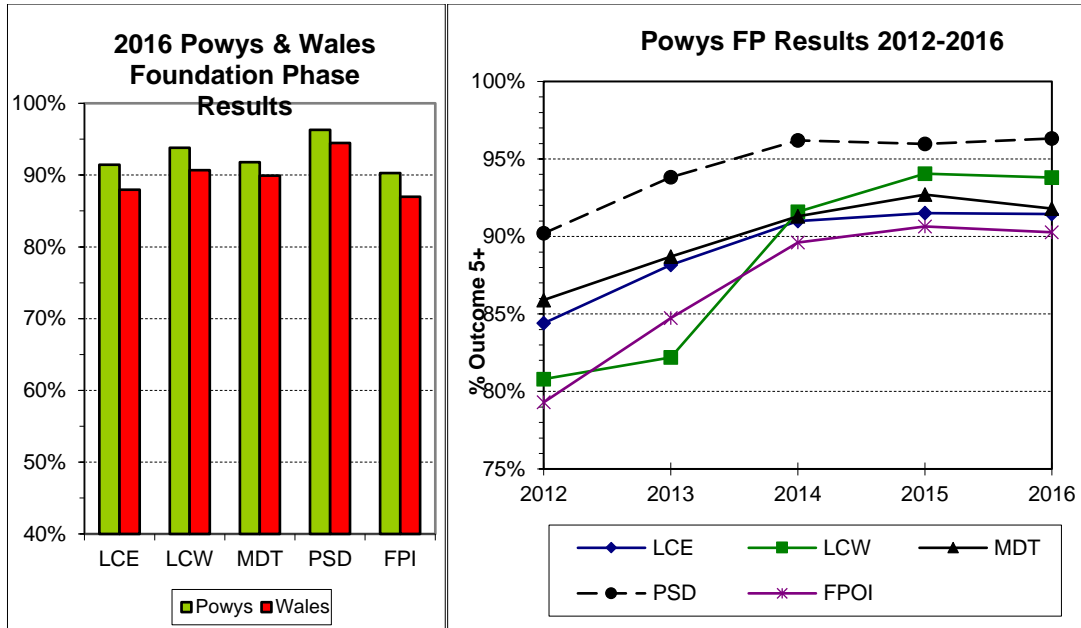
Pupils at the end of year 2 are assessed by teachers against a set of outcomes relating to the Foundation Phase curriculum. Pupils are assessed in the following curriculum areas;

- a. Language and Communication English (LCE)–For pupils following the curriculum through the English medium
- b. Language and Communication Welsh(LCW) –For pupils following the curriculum through the Welsh medium
- c. Mathematical development(MD)
- d. Personal and social development(PSD)

The expected outcome is outcome 5+. Where pupils achieve outcome 5 in each of the above in combination, the pupil is deemed to have achieved the Foundation Phase Indicator (FPI). Higher achievers will achieve outcome 6+.

In 2015-16 at the end of Year 2, 90.3% of pupils attained the Foundation Phase Indicator (FPI). This was a 0.3 percentage point (pp) decrease from 2014/2015. The Wales average was 87.0% an increase of 0.2pp since 2015.





At 90.3 % Powys retained its ranking in the top 5 of authorities in comparison to other authorities using raw and not benchmarking data. The top 5 performing authorities are as follows:

Rank	Authority	%	2014 -15	2015-16
1	Monmouthshire	91.7	2	1
2	Vale of Glamorgan	91.2	3	2
3	Powys	90.3	4	3
4	Ceredigion	90.2	1	4
5	Merthyr and Newport	89.1		

The following data provides a breakdown of outcomes at 5+ and 6+

**Language and communication – Welsh ( cohort size 242);**

Outcome 5+ ;at 93.8% , a decrease of 0.3pp

Outcome 6+; at 39.3%, a decrease of 0.1pp, compared to a Welsh average of 36.2% (3.1pp above Wales)

**Language and communication - English ( cohort size 1063 pupils);**

Outcome 5+ ; at 91.4% , a decrease of 0.1pp

Outcome 6+;at 43.6%, an increase of 3.2pp ,compared to a Welsh average of 36.2% (7.4pp above Wales)

**Mathematical development**

Outcome 5+; at 91.8% a decrease of 0.9pp

Outcome 6+; at 42.5%, an increase of 3.4pp ,compared to a Welsh average of 36.4% (6.1pp above Wales)

**Personal and Social Development**

Outcome 5+; at 96.3%,an increase of 0.4pp

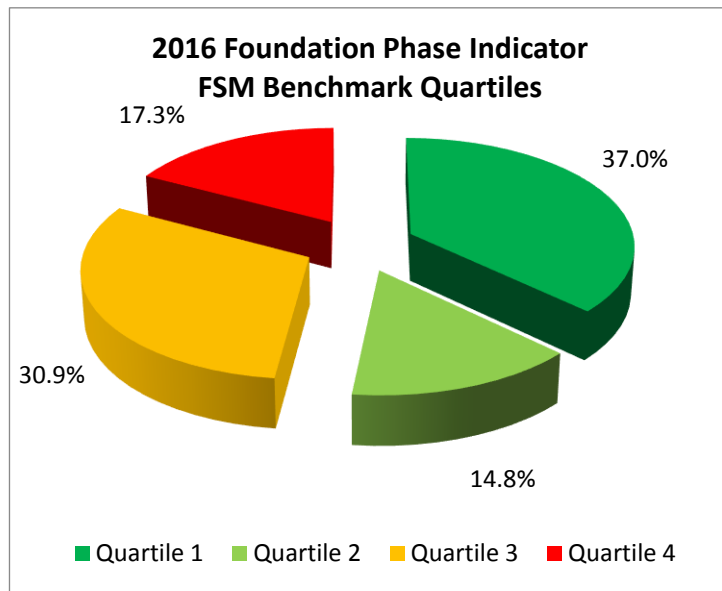
Outcome 6+: at 70.2%, an increase of 3.2pp , compared to a Welsh average of 58.9% (11.3pp above Wales)

- In the FPI, girls at 92.6% (-1.3pp from previous year), outperformed boys (88.1%) (+0.4% from previous year) by 4.5pp. This compares to a Wales gap of 8.2pp.
- 89.9% of English medium pupils achieved the FPI, identical to 2014-15.  
91.7% of Welsh medium pupils attained the FPI compared to 93.7 % in 2014-15(-2.0pp)
- 79.2% of pupils eligible for Free School Meals (eFSM) attained the FPI. This is identical to 2014-15. The Wales average in 2015-16 was 75.7%
- 91.7% of non FSM pupils attained the FPOI compared to 92.3% in 2014-15. The Wales average in 2015-16 was 90%
- For pupils on the SEN Code of practice at School Action, School Action Plus or statemented 59.5% attained the FPOI, compared to 62.9% in 2015-15 (-3.4pp)

## Benchmarking performance

Performance is benchmarked against other schools across Wales within the same free school meal band.

- 52% of schools performed in the top 50% of similar schools. At 37%, Powys had the second highest percentage of schools in the top 25%.



### 3. Key Stage 2

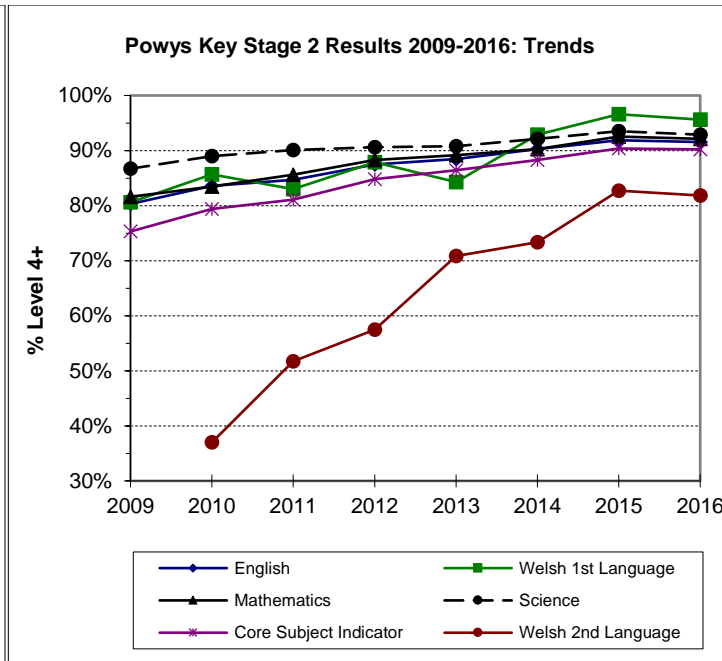
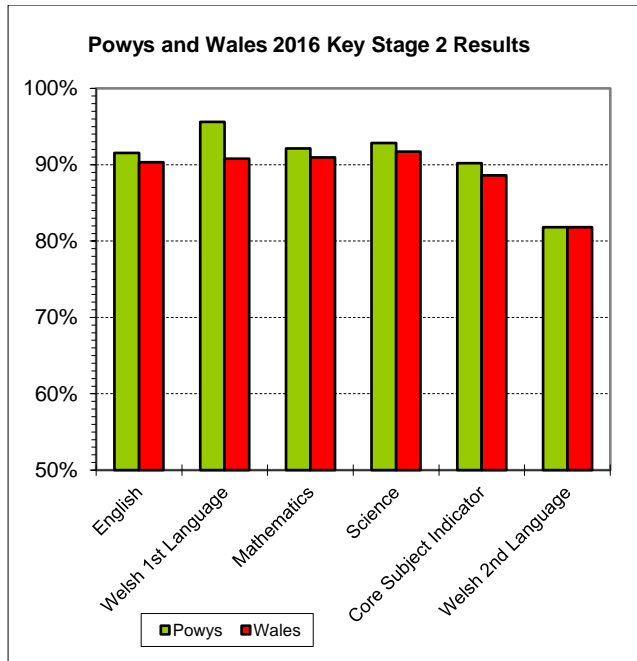
In 2015-16 the cohort size was 1,345 pupils, an increase of 5 from 2014-15.

Pupils at the end of year 6 are assessed by teachers against a set of level descriptors relating to the Key Stage 2 national curriculum .Pupils are assessed in the following curriculum areas;

- a. English -for pupils following the curriculum through the English medium
- b. English and Welsh( 1<sup>st</sup> language) -for pupils following the curriculum through the Welsh medium
- c. Mathematics
- d. Science
- e. Welsh second language - For pupils following the curriculum through the English medium

The expected outcome is Level 4 +. Where pupils achieve Level 4+ in a combination of English or Welsh, mathematics and science the pupil is deemed to have achieved the core subject indicator (CSI). Higher achievers will achieve Level 5+.

In 2015-16, at the end of Year 6, 90.2% of pupils attained the Core Subject Indicator (CSI). This was a 0.2pp decrease from 2014/2015. The Wales average was 88.6%.



At 90.2% Powys retained its ranking in the top 5 of authorities in comparison to other authorities using raw and not benchmarking data. The top 5 performing authorities are as follows:

Rank	Authority	%	2014-15	2015-16
1	Monmouthshire	94.1	1	1
2	Vale of Glamorgan	92.7	2	2
3	Caerphilly	90.4		3
4	Powys	90.2	4	4
5	Flintshire	90.1		5

The following data provides a breakdown of outcomes at L4+ and 5+;

**Welsh ( cohort size-228)**

Level 4+; at 95.6% , a decrease of 1.0pp , compared to a Welsh average of 90.8%  
 Level 5+; at 44.3%, an increase of 0.1pp. compared to a Welsh average of 38.0%

**English**

Level 4+; at 91.5%, a decrease of 0.3pp, compared to a Welsh average of 90.3%  
 Level 5+; at 46.5%, an increase of 0.9pp, compared to a Welsh average of 42%

**Mathematics**

Level 4+: at 92.5%, a decrease of 0.4pp compared to a Welsh average of 91.0%  
 Level 5+; at 46.0%, an increase of 2.6pp compared to a Welsh average of 43.1%

**Science**

Level 4+; at 93.5%, a decrease of 0.6pp, compared to a Welsh average of 91.7%  
 Level 5+; at 46.6%, an increase of 2.2pp , compared to a Welsh average of 42.5%

**Welsh 2<sup>nd</sup> language**

Level 4+; at 81.8%, a reduction of 0.9pp, compared to a Welsh average of 81.8%  
 Level 5+; at 33.7%, an increase of 5.1pp

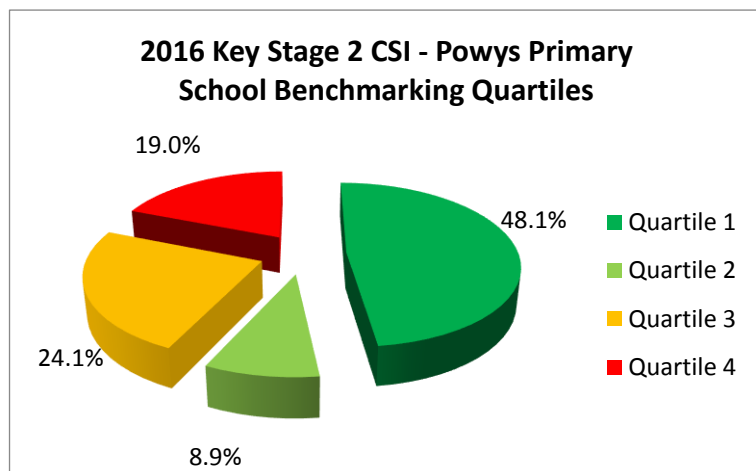
- In the CSI, girls at 93.7% , outperformed boys (86.8%) by 6.9pp, compared to a Wales gender gap of 5.2pp (compared to 7.4% in 2014-15 )The attainment of boys was identical to 2014-15 therefore the gap narrowed due to the lower performance of girls. Boy's performance was 0.7pp above Welsh average. Girls performance was 2.4pp above Welsh average
- 89.1% of English medium pupils achieved the CSI compared to 89.5% in 2014-15(-0.4pp)  
 95.6% of Welsh medium pupils achieved the CSI compared to 95.1%in 2014-15(+0.4pp)

- 68.8% of pupils eligible for FSM achieved the CSI, compared to 74.5% in 2014-15((-7.7pp). The Wales average in 2015-16 was 77.1%. 92.6% of non FSM pupils achieved the CSI compared to 91.4% in Wales.
- For pupils on the SEN Code of practice at School Action, School Action Plus or statemented 65.0% attained the CSI, a reduction of 0.5% from 2014-15

### Benchmarking performance

Performance is benchmarked against other schools within the same free school meal band.

- 57% of schools performed in the top 50% of similar schools. At 48%, Powys had the highest percentage of schools in the top 25%.



#### 4. Key Stage 3

In 2015-16 the cohort size was 1,245 pupils, a decrease of 61 from 2014-15.

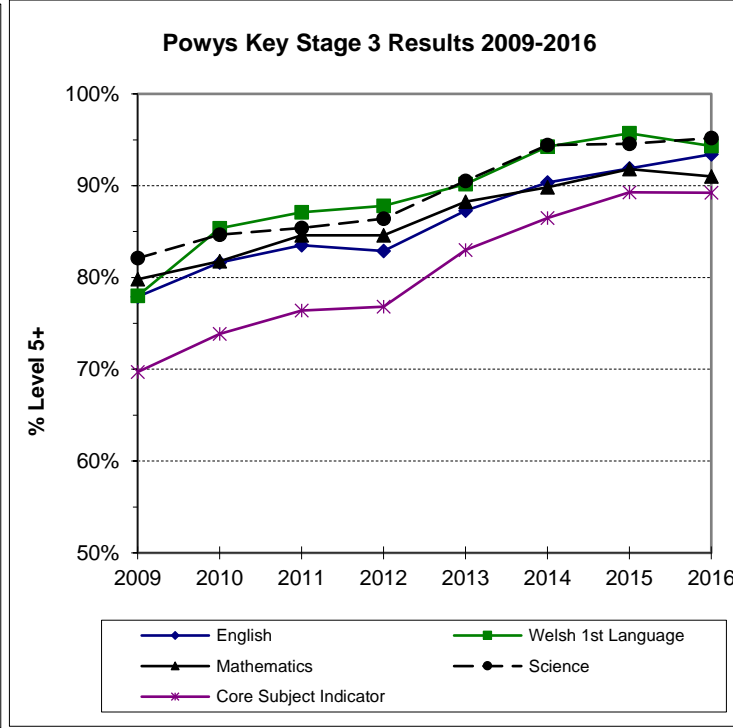
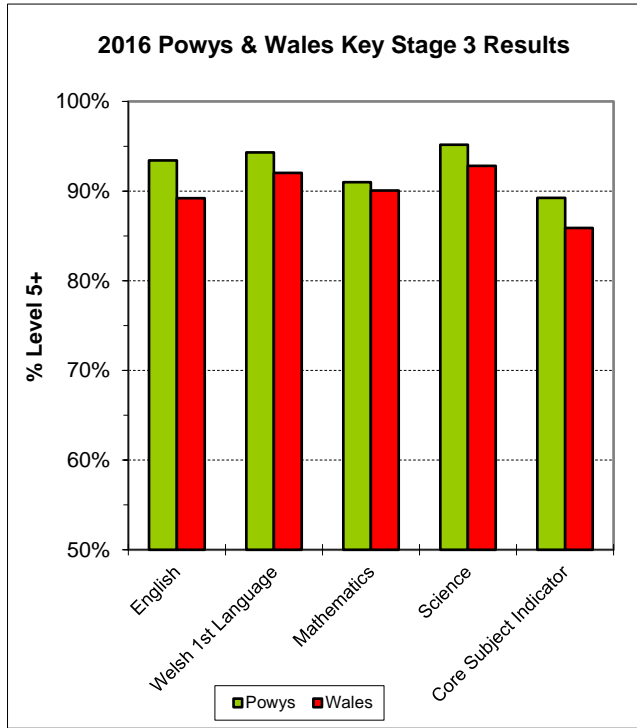
Pupils at the end of year 9 are assessed by teachers against a set of level descriptors relating to the Key Stage 3 national curriculum .Pupils are assessed in the following curriculum areas;

- a) English -for pupils following the curriculum through the English medium
- b) English and Welsh( 1<sup>st</sup> language) -for pupils following the curriculum through the Welsh medium
- c) Mathematics
- d) Science
- e) Welsh second language - for pupils following the curriculum through the English medium

The expected outcome is Level 5 +. Where pupils achieve Level 5+ in a combination of English or Welsh, mathematics and science the pupil is deemed to have achieved the core subject indicator (CSI). Higher achievers will achieve Level 6+ /L7+

In 2015-16, at the end of Year 9, 89.2% of pupils attained the Core Subject Indicator (CSI). This was a 0.1pp decrease from 2014/2015. The Wales average was 85 .9% an increase of 2.0pp since 2015 and the highest recorded.





At 89.2 % Powys retained its ranking in the top 5 of authorities in comparison to other authorities using raw and not benchmarking data. The top 5 performing authorities are as follows:

Authority	%	2014-15	2015-16
Monmouthshire	93.8	2	1
Ceredigion	92.3	3	2
Gwynedd	92.0	1	3
Vale of Glamorgan	91.2	5	4
Powys	89.2	4	5

The following data provides a breakdown of outcomes at L5+ and 6+ and 7+

**Welsh** (cohort size-176)

Level 5+; at 94.3%, a decrease of 1.4p  
 Level 6+; at 52.8%, a decrease of 9.1pp  
 Level 7+; at 17.6% an increase of 2.9pp

**English**

Level 5+; at 93.4%, an increase of 1.5  
 Level 6+; at 66.7%, an increase of 4.1pp  
 Level 7+; at 24.3% an increase of 2.2pp

**Mathematics**

Level 5+: at 91.0%, a decrease of 0.8  
 Level 6+; at 68.8%, an increase of 2.4pp  
 Level 7+; at 31.8% an increase of 1.6pp

**Science**

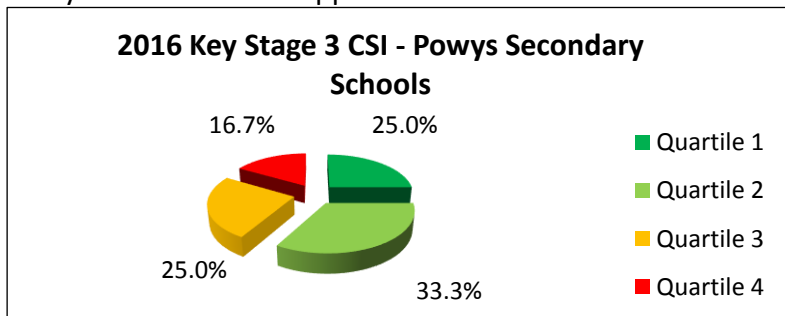
Level 5+; at 93.5%, a decrease of 0.6%  
 Level 6+; at 46.6%, an increase of 2.2pp  
 Level 7+; at 27.5% an increase of 3.3pp

- In the CSI girls at 91.3% outperformed boys (87.3%) by 4pp compared to a Wales gender gap of 7.4pp. Girl’s performance decreased by 1.1pp with boys improving by 0.7pp. Boys performed at 5.0pp above Wales averages with girls performing 1.6pp above Wales average
- 88.5 % of English medium pupils achieved the CSI, compared to 88.2% in 2014-15(+0.3pp)
- 95.1% of Welsh medium pupils attained the CSI, compared to 96.3% in 2014-15(-1.2pp)
- 70.8% of pupils eligible for FSM attained the CSI, compared to 77.3% in 2014-15((-6.5pp). The Wales average was 69.4%. 91.4% of non FSM pupils attained the CSI , compared to a Welsh average of 89.8%
- For pupils on the SEN Code of practice at School Action, School Action Plus or statemented 62.1% attained the CSI, a reduction of 4.9pp from 2014-15.

**Benchmarking performance**

Performance is benchmarked against other schools within the same free school meal band.

- 58% of schools performed in the top 50% of similar schools. 25% performed in the top 25%
- Powys schools were 1.0pp below modelled benchmarked expectations



## 5. Key Stage 4 - GCSE

At key stage 4 attainment is based on external examinations at GCSE or equivalent;

### a) Level 2 inclusive ( 5A\*-C) inclusive of English/ Welsh maths)

- Powys performance in 2015 -16 was 65.3% which is an increase of 1.4pp from 2014-15 and 5.7pp from 2013-14. This placed Powys in 5<sup>th</sup> place across Wales in terms of raw rankings (Ceredigion – 70.3%, Vale- 67.1%, Monmouthshire 67%, Gwynedd – 65.9%)
- Girls outperformed boys by 3.7pp compared to 10.7pp in 2014-15 and 13.3pp in 2013-14. The gender gap has significantly closed. The Wales gender gap is 8.7pp
- 50% of schools performed in the upper 50% of similar schools. 42% were in the lowest 25%. Performance across Powys was -2.8pp below modelled expectations

### b) Level 2( 5A\*-C –any subjects)

- Powys performance in 2015-16 was 86.6%, a decrease of 2.4pp from 2014-15. The Wales average was 84%
- 42% of schools performed in the upper 50% of similar schools with 33% in the lowest 25%

### c) Core subject Indicator ( 5A\*-C inclusive of English / Welsh. Maths and science)

- Powys performance in 2015-16 was 61.9%, an increase of 1.7pp from 2014-15. The Wales average was 57.6%
- 41% of schools performed in the upper 50% of similar schools with 42% in the lowest 25%

### d) Average Capped points score (best 8 at GCSE inclusive of English/ Welsh and maths)

- Powys performance in 2015-16 was 353, a decrease of 3 from 2014-15. The Wales average was 345
- 50% of schools performed in the upper 50% of similar schools with 33% in the lowest 25%

The table below identifies Powys rank performance in the past three years

Indicator	2013-2014	2014-15	2015-16
Level 2 inclusive	6	4	5
Level 2	7	7	8
CSI	6	6	7
Average wider capped score	6	6	=5

The table below identifies the trajectory of progress in comparison to Wales over the past three years

	L2+			L2			CSI			Capped point score		
	13-14	14-15	15-16	13-14	14-15	15-16	13-14	14-15	15-16	13-14	14-15	15-16
Powys	59.6	63.9	65.3	85.5	88.7	86.6	56.2	60.2	61.9	352	356	353
Wales	55.4	58	60.3	82.3	84.1	84.0	52.6	54.8	57.6	341	344	345
Powys	+5.7			+1.1			+5.7			+1.3		
Wales	+4.9			+1.7			+4.0			+4		

In 2015-16 out of a cohort of 1,316 pupils (including special schools and PRU), 131 (10%) pupils were eligible for Free School meals of which 41.7% attained the Level 2 inclusive. This was a 6.1pp increase from 14-15. The Welsh average was 35.5%. 68.7% of non FSM pupils attained the L2 inclusive compared to a Wales average of 66.7%

The following table provides GCSE results for individual schools. The colour coding indicates where the school is performing against similar schools as defined by eligibility for free school meals;

Top 25%	Higher 50%	Lower 50%	Bottom 25%
---------	------------	-----------	------------

	Level 2	Level 2 EWM	CSI
School Name	%	%	%
Caereinion HS	77.8%	66.7%	63.0%
Llanfyllin HS	77.1%	57.6%	58.3%
Llanidloes HS	85.4%	70.7%	64.6%
Newtown HS	98.0%	62.9%	59.4%
Welshpool HS	98.0%	70.2%	66.9%
Llandrindod HS	81.2%	70.3%	68.3%
Builth Wells HS	97.7%	65.5%	65.5%
Maesydderwen	98.6%	40.6%	34.8%
Brecon HS	80.6%	75.0%	71.0%
Gwernyfed HS	90.4%	80.8%	75.3%
Crickhowell HS	97.3%	86.5%	76.6%
Ysgol Bro Hyddgen	97.5%	67.5%	67.5%

Page 814

### 6.Key stage 5 A levels

The table below illustrates a significant reduction in the number of candidates and entrees over the past 4 years;

	2013	2014	2015	2016
Candidates	624	593	583	510
Entrees	1551	1470	1431	1266

- In 2015-16, the number of students entered for 2 or more A levels or equivalent dropped from 572 in 2014-15 to 486 in 2015-16, a drop of 86 students.
- There were 114 less A level candidates in Powys schools in 2016 than 2013. Also there were 325 less entrees.

- The % of 17 year olds attaining the level 3 threshold (equivalent of 2 A levels or equivalent e.g. BTEC awards at grade A\* - E.) was 99.4% compared 97.6% in 2014-15. This represented a 1.8pp increase. The wales average was 98% , an increase of 1pp from the previous year
- 98.7% of boys attained the level 3 threshold compared to 100% of girls. The average for boys in Wales was 97.2% and girls 98.6%
- The % of 17 year olds attaining 3 A\*-C in 2015-16 was 75.9% compared to 73.0% in 2014-15, representing a 2.9pp increase. The Wales average was 70.9% an increase of 2.8pp
- The % of 17 year olds attaining 3A\*-A was 5.7%, a decrease of 1.8pp from 2014-15 and the lowest in the past five years. The Wales average was 6.6%, a decrease of 1.3pp from the previous year.
- There were 70 Welsh medium entries with 98.6% achieving A\*-E
- Welsh Baccalaureate(WB) - 2015-16 was the first cohort where the WB was graded. All but two high schools delivered the WB. 97.8% attained the full diploma grades A\*-C

### **7.National Literacy and Numeracy tests**

National literacy and numeracy tests are designed to assist schools in monitoring performance and diagnosing areas for development. Tests are sat in May annually by pupils from year 2 through to year 9. Pupils' performance is standardised against performance in Wales with 100 being the average score. A standardised score of 85 or below is below average performance, between 85 and 115 is the average band, with 115 and over being above average performance. The Powys standardised scores and ranking for 2015-16 is as follows;

<b>English reading</b>	<b>%</b>		<b>Welsh reading</b>	<b>%</b>		<b>Numeracy procedural</b>	<b>%</b>		<b>Numeracy- reasoning</b>	<b>%</b>
Monmouthshire	104.3		Monmouthshire   *	107.4		Vale of Glamorgan	103.3		Vale of Glamorgan	104
Vale of Glamorgan	104		Cardiff	105.2		Monmouthshire	103.2		Powys	103.4

Powys	102.3		Vale of Glamorgan	105.8		Swansea	102.7		
			Powys	102.6		Ceredigion	102.1		
						Powys	101.8		

\*Cohort of 242

The following table identifies performance and progress at the **end of the key stages**

Test/ Year	Year 2(Foundation Phase)			Year 6(Key stage 2)			Year 9(Key Stage 3)		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
English	102.5	102.2 ↓	103.0 ↑	101.4	103.0 ↑	104.0 ↑	103.0 ↑	103.6 ↑	102.8 ↓
Cymraeg	98.1	100.3 ↑	103.5 ↑	103.2	103.2 ↔	104.6 ↑	101	102.2 ↑	98.8 ↓
Maths procedural	100.6	101.7 ↑	103.3 ↑	100.6	101.7 ↑	103.3 ↑	100.8 ↑	101.6 ↑	102.2 ↑
Maths Reasoning	102.4	104.8 ↑	104.6 ↓	102.3	104.7 ↑	106.7 ↑	102.2	104.0 ↑	102.1 ↓

### Below and above the average band

#### Reading Test – English (below and above the average band)

9,940 in cohort

In 2015-16, 19.8% attained above average scores (>115), a small decrease since 2014-15 at 20%. This places Powys in 4<sup>th</sup> Place compared to other Local Authorities. In 2015-16 10.4% attained below average scores (<85). This places Powys in 3<sup>rd</sup> place and a slight improvement from 2014-15 at 10.7%

	115 or above			85 or below
Monmouthshire	25%		Vale of Glamorgan	8.7%
Vale of Glamorgan	23.1%		Monmouthshire	9.7%
Ceredigion	20.1%		Powys	10.4%



Powys	19.8%		
-------	-------	--	--

### **Reading test –Welsh**

1,694 in cohort

In 2015-16 19.4% attained above average scores (>115). An increase of 1.1 percentage points from 2014-15 and placed Powys in 5<sup>th</sup> place compared to other authorities. In 2015-16, 10 % attained below average scores (<85). This place Powys in 4<sup>th</sup> place and a slight improvement from 2014-15 at 10.6%

	115 or above			85 or below
Monmouthshire*	31%		Vale of Glamorgan	6.4%%
Cardiff	26.5%		Monmouthshire*	7.9%
Vale of Glamorgan	24.9%		Cardiff	9.7%
Denbighshire	19.5%		Powys	10%
Powys	19.4%			

\*Cohort of 242

### **Numeracy Test - Procedural**

10,446 in cohort

In 2015-16 17.2% attained above average scores (>115), an increase of 0.5 percentage points from 2014-15 and placed Powys in 6<sup>th</sup> place compared to other authorities. In 2015-16 9.9% attained below average score (<85). This place Powys in 2<sup>nd</sup> place and an improvement of 0.8 percentage points from 2014-15

	115 or above			85 or below
Vale of Glamorgan	22.7%		Vale of Glamorgan	8.7%
Monmouthshire	21.5%		Powys	9.9%

Swansea	20.9%		
Ceredigion	18.3%		
Carmarthen	17.9%		
Powys	17.2%		

### **Numeracy Test - Reasoning**

10,446 in cohort

In 2015-16 21.1% attained above average scores (>115), an increase of 0.3 percentage points from 2014-15 and placed Powys in 3rd place compared to other authorities. In 2015-16 8.5% attained below average score (<85). This placed Powys in 2nd place alongside Ceredigion and an improvement of 0.4 percentage points from 2014-15

	115 or above			85 or below
Vale of Glamorgan	21.9%		Vale of Glamorgan	7.9%
Swansea	21.3%		Powys	8.5%
Powys	21.1%		Ceredigion	8.5%

### **8.Attendance**

a)Primary

- In 2015-16 in the primary sector attendance was 95.7%. This has continued the upward trend with performance alongside Monmouthshire being the highest in Wales and 0.8pp above Wales averages. With unauthorised absence at 0.6 and a reduction of 0.2pp over a three year period, unauthorised absence is amongst the lowest in Wales and is 0.5pp below the Wales average.

b)Secondary

- At 94.9% attendance this was the highest attendance in secondary schools in Powys recorded and placed Powys in 3<sup>rd</sup> place of Local Authorities. The Wales average was 94.2%

	%
Gwynedd	95%
Vale of Glamorgan	95%
Powys	94.9%

- Boys attendance was 95.2% compared to 94.3% in Wales. Girls attendance was 94.8% compared to 94.1% in Wales. Boys attendance was 0.4pp better than girls
- Attendance of pupils in receipt of free school meals was 90.8% compared to 90.2% in Wales. The attendance of non FSM pupils was 95.5% compared to 95% in Wales. The difference between eFSM and non FSM in Powys was 4.7pp compared to 4.8pp in Wales
- 66.6 % of schools are performing in the upper 50% of similar schools

**9.Exclusions**

- In 2015-16, there were 11 permanent exclusions (all secondary), compared to 10 in secondary sector in 2014-15.
- There were 936.5 days lost due to fixed term exclusions compared to 1028 in the previous year.

The table below provides detail as to the number of exclusions and the reasons;

	< 5 Days	> 5 Days	Permanent
<b>Damage</b>	9	0	0
<b>Drug and alcohol related</b>	11	77	1
<b>Other</b>	25	65	1
<b>Persistent disruptive behaviour</b>	245.5	47.5	5
<b>Physical assault against a pupil</b>	67.5	49.5	1
<b>Physical assault against an adult</b>	18.5	24.5	1
<b>Racist abuse</b>	8	0	0
<b>Sexual misconduct</b>	2	20	0
<b>Verbal abuse/threatening behaviour against a pupil</b>	11	14	0
<b>Verbal abuse/threatening behaviour against an adult</b>	48	40	2
<b>Bullying</b>	1.5	0	0

### **10 .Inspection profile 2015-16**

Estyn inspect schools and pre-school\_settings through a Common Inspection Framework. Two overall judgements are made against current performance and prospects for improvement. Judgments are also made against the three key questions relating to outcomes, provision and leadership.

### Judgements and definition

- Excellent- Many strengths including significant examples of sector leading practice
- Good-Many strengths and no important areas requiring improvement
- Adequate- Strengths outweigh areas for improvement
- Unsatisfactory-Important areas for improvement outweigh strengths

Judgements will lead to a range of follow up activity as follows;

1. No follow up activity
2. Local Authority monitoring ( a report to Estyn 12 months after inspection report published
3. Estyn Monitoring ( 1 day Estyn visit approximately 12 months after inspection report published
4. "In need of significant improvement" (3-4 day visit 12 – 18 months after inspection report published)
5. "In need of special measures" (3-4 day visit termly )

Schools

School	Current Performance	Prospects for Improvement	Follow up activity	KQ1 Outcomes	Standards	Wellbeing	KQ2 Provision	Learning Experiences	Teaching	Care, Support & Guidance	Learning Environment	KQ3 L & M	Leadership	Improving Quality	Partnership Working	Resource Management	Follow up outcome
Leighton	A	A	EM	A	A	A	A	A	A	U	G	A	A	A	G	A	Removed January 17
Hafren	A	A	EM	A	A	G	A	A	A	G	G	A	A	A	G	A	Awaiting visit
Oldford	G	G	LA	G	G	G	G	G	G	G	G	G	G	G	G	G	Report not yet due
Rhiwbechan	G	G	LA	G	G	A	G	G	A	G	G	G	G	G	G	G	Removed Nov 16
Meifod	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Llanfechain	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Brynhafren	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Mount Street Junior	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Llangynidr	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Golwg Y Cwm	G	G	NA	G	G	G	G	G	G	E	G	G	G	G	G	G	
Bryn Tawe	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G	
Builth High	U	U	SM	U	U	A	A	A	U	A	A	U	U	U	A	U	
Llanfyllin High	A	A	SI	A	A	G	A	U	A	G	G	A	A	U	G	A	
Llanidloes High	G	G	LA	G	G	G	G	G	G	G	G	G	G	A	G	G	Report not yet due
PRU	A	U	SM	A	A	U	A	A	A	A	A	U	U	U	A	U	

3+ settings

setting	Current Performance	Prospects for Improvement	Follow up activity	KQ1 Outcomes	Standards	Wellbeing	KQ2 Provision	Learning Experiences	Teaching	Care, Support & Guidance	Learning Environment	KQ3 L & M	Leadership	Improving Quality	Partnership Working	Resource Management
Rhiw Bechan	A	A	EM	NA	N A	NA	A	A	A	G	G	A	A	A	G	A
Bobl Bach Y Bannau	G	G	NA	NA	N A	NA	G	G	G	G	G	G	G	G	G	G
Maesyrrhandir Little Stars	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G
Cylch Meithrin Pontrobert	G	G	NA	NA	N A	NA	G	G	G	G	G	G	G	G	G	G
Ser Bach Y Cwm	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G
Knighton Threes	A	A	EM	A	A	G	A	A	A	G	A	A	A	A	G	A
Guisfield	G	G	NA	G	G	G	G	G	G	G	G	G	G	G	G	G
Cylch Meithrin Machynlleth	A	A	EM	G	G	G	A	A	A	G	G	A	A	A	G	A

## 11 National Model for Categorising Schools

Schools in Wales are categorised on an annual basis against a common set of criteria. The system is about providing support and encouraging collaborative improvement by putting schools into a position that enables them to identify the factors that contribute to their progress and achievement, or what areas to focus on to achieve further development. It is not about labelling or creating league tables.

The system's main purpose is to identify which schools are in most need of support. The system ensures that support is provided in "inverse proportion to success"

The system is a three step model that is not purely data-driven but also takes into account the quality of leadership and teaching and learning in our schools.

- Step one is a data-driven judgement using an agreed set of performance measures provided by the Welsh Government.
- Step two begins with the school's own self-evaluation of their capacity to improve in relation to leadership, teaching and learning.
- Step three is the combination of the two judgements that will lead to a colour-coded support category for the school which will trigger a tailored programme of support, challenge and intervention. This is agreed between the local authority and regional consortium.

In respect of the number of days allocated for support;

Green - 4 days

Yellow- 10 days

Amber-15 days

Red -25 days



The table below illustrates the categorisation for the past three years

	2015		2016		2017	
Green	12	13%	19	19%	28	29%
Yellow	40	42%	44	45%	50	51%
Amber	38	40%	30	31%	17	17%
Red	6	6%	5	5%	3	3%
	96	96	98	98	98	98

Over the last three years, there has been a good improvement in the number of schools in the Green and Yellow support categories (From 55% in 2015 to 80% in 2017 ), with the number of schools in the Amber and Red categories reducing (From 46% in 2015 to 20% in 2017). Fifty percent of secondary schools (6) remain in the Amber or Red support category.. Over this period, 23 schools have remained in the same category, with 19 of these being in the Green or Yellow category. Fourteen schools have regressed in terms of support categories between 2016 and 2017. However, nearly all are due to 'new and inexperienced leadership' entitling enhanced support.

**End**

**Education Scrutiny Working Group – 19<sup>th</sup> January 2017**  
**Scrutiny Observations to Cabinet on: Education Standards Report for the academic year 2016-17**

The Group welcomed this first report to Cabinet on Education Standards and made the following observations to Cabinet/Management Team on 24<sup>th</sup> January 2017 in respect of the draft Cabinet Report.

1. The report should have a glossary.
2. The report is lacking in some comparative information and would benefit from showing trends. For example comparisons with the Welsh average are provided for some but not all outcomes. This should be consistent and the Welsh average increase/decrease should be included for completeness
3. Free School Meal levels in other authorities should be included.
4. The GCSE results from individual schools should be included.
5. The Inspection profile should include a list of schools who are in Special Measures or Significant Improvement and remain in Estyn Monitoring from previous years, along with those who have been removed from Estyn Monitoring during the period.
6. The report requires proof reading.

The Working Group have had sight of the final report to Cabinet and make the following comments:

The final report addresses observations 3, 4 and 6.

Observations 1, 2 and 5 remain outstanding although it is understood that Observation 5 is included in the report to Cabinet on 7<sup>th</sup> February 2017 entitled School Improvement. These observations remain as recommendations for future publications of this annual report to Cabinet on Education Standards.

Membership of the Education Scrutiny Group 19<sup>th</sup> January 2017  
County Councillors D Jones, A Davies, R. Davies, M Mackenzie and K. Roberts-Jones  
Parent Governor Representatives A Davies and L Jenkin  
Church Representative M Evitts

This page is intentionally left blank

# C24- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET EXECUTIVE

7 February 2017

**REPORT AUTHOR:** County Councillor Arwel Jones  
Portfolio Holder for Education

**SUBJECT:** School Improvement

---

**REPORT FOR:** Information

---

At the meeting of the Strategic Overview Board on 18<sup>th</sup> October 2016, the Board requested that in addition to a review of quarter 2 performance that the Cabinet be provided with the following information.

1. Details relating to school performance broken down by sector
2. A report on secondary schools in special measures.
3. Progress report on review of provision for pupils Educated Otherwise Than At School (EOTAS)

#### **1. Performance by sector**

##### **a. Primary Performance**

There are a range of performance measures which are used to evaluate primary school performance. These in the main refer to the performance at the end of the Foundation Phase (Foundation Phase Indicator (FPI)) and Key Stage 2(Core Subject Indicator (CSI))

In the **Foundation Phase** at 90.2%, Powys improved from 4<sup>th</sup> to 3<sup>rd</sup> place in LA ranking. The performance gap between girls and boys was 4.5 percentage points(pp) compared to a Wales gap of 8.2 pp. 79.2% of pupils eligible for Free School Meals(eFSM) obtained the FPI, identical to the previous year. This compares to the 91.7% on non FSM pupils. All Wales comparative data is not available until the New Year.

At **Key Stage 2** at 90.2%, Powys retained its position in 4<sup>th</sup> place in Local Authority performance. The performance gap between girls and boys was 6.9pp with both boys and girls performance being above the welsh average. At 68.8% there was a 7.7pp decrease in the performance eFSM pupils. This compares to 90.2% of non FSM pupils.

## **b. Secondary Performance**

At **Key Stage 3**, referring to the Core Subject Indicator at 89.2% Powys ranking dropped from 4<sup>th</sup> to 5<sup>th</sup> place due to a 0.1pp decrease from the previous year. The performance gap between girls and boys was 4pp with boys performing at 5.0pp above Wales averages and girls 1.6pp above Welsh averages. At 70.8% there was a 6.5pp decrease in the attainment of eFSMpupils. This compares to 91.4% of non FSM pupils.

At **Key Stage 4**, figures are currently provisional. The main indicator used to judge performance at Key Stage 4 is the percentage of pupils who attain at GCSE 5 A\*-C including English/Welsh and Mathematics (Level 2 inclusive)

Provisional performance for 2015-16 is at 65%, an improvement of 1 pp from 2014-15 and an improvement of 5 pp over a three year period. All but two schools saw an improvement of varying degrees as demonstrated in the table below;

School	2013-14 (%)	2014-15 (%)	pp change	15-16 (%)	Pp change	3 yr trend
Brecon	57	65	+8	74	+9	+17
Builth Wells	59	58	-1	64	+6	+5
Caereinion	67	64	-3	65	+1	-2
Crickhowell	72	77	+5	87	+10	+15
Gwernyfed	70	68	-2	80	+12	+10
Llandrindod Wells	53	69	+16	69	=	+16
Llanfyllin	67	66	-1	57	-9	-10
Llanidloes	69	67	-2	71	+4	+2
Bro Hyddgen	67	61	-6	68	+7	+1
Maesydderwen	57	63	+6	41	-22	-16
Newtown	55	62	+7	64	+2	+9
Welshpool	60	66	+6	70	+4	+10
Powys	60	64	+4	65	+1	+5

The gender gap has closed significantly at 4.2 pp compared to 9 pp in 2014-15 and 14 pp in 2013-14. At 35.9%, there was a 1.6pp decrease in the performance of pupils eligible for Free School Meals. This remained above the Welsh Government benchmark of 32%.

In both L2 inclusive and the Core Subject Indicator, the **trajectory of progress** has been greater than in Wales in the three year period 2013-14 to 2015-16 as demonstrated below.

	L2+			L2			CSI		
	13-14	14-15	15-16	13-14	14-15	15-16	13-14	14-15	15-16
Powys	59.6	63.9	64.9	85.5	88.7	85.6	56.2	60.2	61.9
Wales	55.4	58	60.2	82.3	84.1	83.6	52.6	54.8	57.5
Powys	<b>+5.3</b>			+0.1			<b>+5.7</b>		
Wales	<b>+4.8</b>			+1.2			<b>+4.9</b>		

On an annual basis schools are **categorised for their standards** against a set of metrics established by Welsh Government. Schools are placed in Standards Groups 1, 2, 3 or 4.

In 2016, 75% of Powys schools were placed in standard groups 1 or 2, an improvement of 16 pp from the previous year. There were 5 authorities in Wales of 75% or over.

**A full standards report will be submitted to Cabinet at its meeting on 7<sup>th</sup> February 2017**

**2. Secondary schools in special measures**

There are currently 2 secondary schools in special measures namely, Llandrindod High School and Builth Wells High School. All the schools have recently received their termly Estyn monitoring visit with the outcome letters expected in the New Year.

Brecon High School had been in Special Measures but now has had a monitoring visit from Estyn and I am pleased to report that the School has been removed from Special Measures.

**3. Provision for Pupils Educated Otherwise Than At School (EOTAS)**

In the Schools Service Improvement Plan 2016-17, it was identified that there was a need to reduce the number of permanent and fixed term exclusions from Powys schools. This together with an unsatisfactory Estyn inspection report of the Powys Pupil Referral Unit which judged the PRU to be in need of special measures, identified a need to widen service reconfiguration.

A Post Inspection Action Plan was submitted to Estyn which included an action to review EOTAS provision in Powys. The plan is currently being implemented.

An integral part of the plan is to engage with key stakeholders to review the current provision. An inaugural meeting was held on 29<sup>th</sup> September 2016 with all secondary headteachers, a representative group of primary headteachers and a special school headteacher, together with officers of the Schools Service, CYPP and Youth Services. An outcome of the meeting was to establish a working group to further the review. The first meeting of the working group took place on 18<sup>th</sup> November 2016. It is the intention to have produced a draft strategy by January and to restructure the Pupil Referral Unit to ensure improved value for money, clear leadership, accountability and reporting structure.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>That the Cabinet notes the content of the report.</b>	<b>Information requested by the Strategic Overview Board.</b>

<b>Relevant Policy (ies):</b>	
-------------------------------	--

<b>Within Policy:</b>	<b>Y / N</b>	<b>Within Budget:</b>	<b>Y / N</b>
-----------------------	--------------	-----------------------	--------------

<b>Relevant Local Member(s):</b>	
----------------------------------	--

<b>Person(s) To Implement Decision:</b>	
<b>Date By When Decision To Be Implemented:</b>	

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Email:</b>
Ian Roberts	01597 826422	<a href="mailto:ian.roberts@powys.gov.uk">ian.roberts@powys.gov.uk</a>



# C25- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET 7<sup>th</sup> February 2017

**REPORT AUTHOR:** County Councillor John Powell  
Portfolio Holder for Waste and Recycling

**SUBJECT:** Household Waste Recycling Centre Review – Future  
Options Following Consultation

---

**REPORT FOR:** Decision

---

#### **1.0 Summary**

- 1.1 The Council currently provides five Household Waste Recycling Centres (HWRCs) for residents to deposit bulky waste and recycling. The statutory requirement is to provide at least one facility.
- 1.2 A proposal put forward in the Medium Term Financial Strategy (MTFS), agreed in principle by Council in February 2016, is to close two of the five sites to realise a saving of £700,000 from April 2017.
- 1.3 A number of options are now being considered as part of this HWRC review which include reducing opening days and materials accepted at all sites as well as a reduction in the number of facilities.
- 1.4 So that Cabinet can make an informed decision on the future of these sites, a consultation process was carried out to determine opinion on the available options and also evaluate the impact of the implementation of these options.
- 1.5 There was a large response to the consultation with the findings showing overwhelmingly that residents favoured reducing opening days at sites as opposed to closing facilities overall.
- 1.6 Additional funding has been made available in the short term following the results of this consultation resulting in further negotiations with the current contractor as to how the remaining saving can be achieved.

#### **2.0 Background**

- 2.1 Under Section 51(1)(b) of the Environmental Protection Act 1990, the Council has a statutory obligation to provide its residents with at least one facility where they may deposit their household waste.
- 2.2 These sites, known as Household Waste Recycling Centres (HWRCs) allow residents to deposit bulkier waste and material not collected at the kerbside for either recycling or disposal. For the financial year 2015/16, 18,755 tonnes of waste

passed through these sites, which represents 27.3% of the total municipal waste. 68.6% of this was recycled, contributing 18.7 percentage points to the total recycling rate of 58.85%. The sites being operated under the new contracts are now routinely achieving in excess of 80% recycling.

- 2.3 There are currently five sites across Powys, operated under contract, with two owned by the Council (Ystradgynlais and Brecon) and three owned by the contractors (Newtown, Llandegley and Welshpool). In order to retain the service within the then existing budget, the site at Machynlleth was closed in January 2015 with users being directed to Newtown.
- 2.4 Discussions have been held with both Neath Port Talbot and Carmarthenshire with regards to them contributing to the cost of operating the Ystradgynlais facility. This would address the cross border movement of waste, but due to both these Councils facing similar budgetary constraints, they are not prepared to do so. Under the current contract the sites are provided for Powys residents only and this will be actively monitored and enforced as necessary.
- 2.5 A proposal was included in the Medium Term Financial Strategy (MTFS) to close two HWRCs in order to save £700k. The MTFS was agreed in principle by Council on 11<sup>th</sup> February 2016 with the caveat that this proposal would need to be worked up in greater detail before being considered for approval by Cabinet.
- 2.6 As part of the HWRC review, both short and long term options have been considered. As the service is currently operated under contract, negotiations have been held with the contractor to explore options for savings in the short term. The longer term options include potentially operating the service in house or as part of any future commissioned operating vehicle. The Council is currently securing its own facilities in Llandrindod and the north of the county.
- 2.7 The options presented within the consultation process were:
  - 2.7.1 **Option 1** – Reduce opening days at all sites to three per week to include Saturday, Sunday and one weekday – potential savings of up to £140k (£28k per site).
  - 2.7.2 **Option 2** – Close one HWRC, either one in Montgomeryshire or one in Brecknockshire – potential savings of up to £350k.
  - 2.7.3 **Option 3** – Close one HWRCs and reduce opening days at the remaining sites – potential saving of up to £462k.
  - 2.7.4 **Option 4** – Close two HWRCs to leave one in each shire – potential savings of up to £700k.
  - 2.7.5 **Option 5** – Close two HWRCs and reduce opening days at the remaining sites – potential saving of up to £784k.
  - 2.7.6 The consultation also asked for views on charging an entry fee, charging for specific materials such as soil and rubble and plasterboard, and restricting use by commercial type vehicles.

### **3.0 Outcomes of Consultation**

- 3.1 In total 882 residents responded to the consultation. In addition to the survey the council received over 70 letters, emails or web comments with representations from Assembly Members, local councillors and other organisations. There were also petitions from Newtown and Welshpool residents (over 3000 signatures), and Ystradgynlais residents (over 2300 signatures).
- 3.2 56.5% of respondents were in favour of option 1, keeping all sites open and reducing opening days. This did vary from site to site with 82% of users of the Ystradgynlais site in favour of this option and 74% of Welshpool users. This is to be expected as these are the sites likely to be most at risk if sites are to close.
- 3.3 When asked what days and times people used the sites, the most popular appeared to be weekday mornings and Saturday mornings, with limited appetite for early morning or late evening opening.
- 3.4 Of the 882 respondents, 409 would support charging for certain materials, 369 would support a small entry fee and 355 would support restricting use of the site by commercial type vehicles.
- 3.5 In terms of the types of material taken to the site, nearly half of the respondents said that they used it for 'additional waste that won't fit in my wheeled bin or purple sack'. A third of respondents also said that they used the HWRC for materials collected at the kerbside. This would suggest that if residents fully utilise their kerbside recycling service, they would have less need to visit the site.
- 3.6 The full results of the consultation are presented as Appendix 1 to this report.

### **4.0 Proposal**

- 4.1 In order to make the full saving of £700k as proposed in the MTFs, the only option available would be to close two sites, providing one site in each Shire.
- 4.2 Following the feedback from the consultation and the general strength of feeling on this issue, Cabinet have initially proposed through the Financial Resource Model process to provide £200k to reduce the pressure on this service. A further £300k contribution has now been proposed for the financial year 2017/18 to allow the service area to develop alternative proposals to make the full savings from 2018/19, primarily through the development of infrastructure to provide a longer term solution. This has left the service with a shortfall of £200k to be found for 2017/18.
- 4.3 On the basis of the additional funding and the outcome of the consultation, the following proposals have been considered as appropriate to deliver the remaining 2017/18 savings target:
- 4.4 **Proposal 1 - to reduce the opening days at all sites**
  - 4.4.1 This is broadly similar to Option 1 in the consultation but with some changes to gain operational efficiencies as follows:

- Each site would be open for three days, with two weekdays and one day at the weekend.
- The two sites in the north of the County would be open on different days and similarly the two in the south. The site in mid Powys would then cover the remaining day within the three days that it is open. This arrangement would ensure that there was a site open every day within a reasonable travelling distance should residents not be able to wait until their nearest site was open. An example programme is attached as Appendix 2.

4.4.2 A number of other authorities in Wales open some or all of their sites on a similar basis including Pembrokeshire, Anglesey, Caerphilly, Flint, and Gwynedd.

4.4.3 Three of the sites operated by neighbouring Herefordshire Council are open three days per week, including Kington on the border with Powys.

#### 4.5 **Proposal 2 – to install compaction equipment where possible at the sites**

4.5.1 This would require some capital investment to realise savings over the long term as it would reduce haulage costs on materials such as residual waste, cardboard and green waste. The only impact on site users would be that they would place material into a hopper rather than an open container and there would be very short waiting periods whilst the packer was operating.

4.5.2 The Council has recently installed baling equipment at the Brecon Transfer Station. This project was supported by Welsh Government grant funding and PCC core capital resources. The combination of funding has resulted in an underspend within this budget. It is proposed that a virement of £250k be undertaken to a new budget code to procure and install compaction equipment at our HWRCs and rolled forward to 2017/18 to take account of the lead in time required.

#### 4.6 **Proposal 3 – to increase the cost of a trade recycling permit from £150 to £200**

4.6.1 There are currently 98 traders with permits, half of which are primarily gardeners using the green waste facilities.

4.6.2 These permits are a very low cost option for businesses and are aimed at the small trader to assist them to recycle their waste. An increased charge would still represent excellent value for money when compared to the commercially available alternatives. This is a fairly unique service with most authorities charging traders per visit if they are accepted at all.

4.6.3 The permits will continue to be monitored for appropriate use to ensure that they are only being used by the small traders for which they are intended.

#### 4.7 **Proposal 4 – to restrict the use of commercial vehicles and large trailers on sites to those with a current trade recycling permit**

4.7.1 The sites are designed for residents to take their household waste in reasonable quantities and it is expected that larger quantities would be disposed of through alternative routes such as using a skip company. It is also expected that residents would use private domestic vehicles for delivering waste and recycling to a HWRC.

- 4.7.2 The only control that is currently in place to restrict commercial vehicles using the site is a disclaimer system where users are asked to sign a form to say that the waste is from their own household. This system is very simple to circumvent and hence open to potential abuse from traders illegally using the site without a permit.
- 4.7.3 The restriction would apply to all commercial type vehicles and trailers except for single axle non-commercial trailers.
- 4.7.4 Several other Welsh and neighbouring authorities already operate some form of restriction on commercial vehicles.
- 4.7.5 Detailed proposals will be worked up and agreed in conjunction with the Portfolio Holder before implementation by the contractor.
- 4.7.6 It is noted that the implementation of such a scheme can be complicated but if we are to deliver the savings it is essential that we tackle the abuse of the site by commercial operators and other inappropriate use.
- 4.8 Through a process of negotiation with the contractor operating the sites, the combined savings for implementing all four proposals have been agreed at £200k per annum. As the individual savings for each of the proposals have not been separately identified, further negotiation would be required if any one of the proposals is not approved. This would not however deliver the required savings target.
- 4.9 It should be noted that there will be a delay in the savings realised through compaction on site due to the lead in times for procuring and installing the equipment. It is anticipated that all necessary compaction equipment will be installed within 6 months of approval.

## **5.0 One Powys Plan**

- 5.1 One of the key priorities of the One Powys Plan is remodelling council services to respond to reduced funding.

## **6.0 Options Considered/Available**

- 6.1 All of the options that were consulted upon have been considered before making the above proposals to meet the reduced savings target.
- 6.2 There is the option to leave all sites operating as they currently are but this would require savings to be made in other service areas.
- 6.3 The option of charging for materials was considered, but due to issues of handling cash on site and differentiating between what could and could not be charged for, this was not considered feasible at this stage.
- 6.4 Only a limited number of alternative suggestions were put forward through the consultation and these included the provision of re-use stores, charging for users

from outside of the county and the community delivery of facilities. Whilst these are not being taken forward at present, they will be considered in more detail.

## **7.0 Preferred Choice and Reasons**

- 7.1 To implement the proposals 1 to 4 (inclusive) as outlined in paragraphs 4.4 to 4.7 above.
- 7.2 The alternative would involve a considerably reduced service to the public through the complete closure of one or more sites.
- 7.3 It should be noted that an additional £300k saving will need to be made from 2018/19, which may require the option of closing sites to be revisited if the savings cannot be realised through alternative methods.

## **8.0 Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

- 8.1 It is not anticipated that there will be a sustainability or environmental impact once residents have adapted to the changes.
- 8.2 A Single Integrated Impact Assessment is included as Appendix 3 which includes issues of equality. As the changes will impact equally on all residents there are no equality issues.
- 8.3 The proposal does not impact on Crime and Disorder, Welsh Language and other policies.

## **9.0 Children and Young People's Impact Statement – Safeguarding and Wellbeing**

- 9.1 The proposal does not impact on securing the safety and protection of children and young people and supporting the promotion of their wellbeing.

## **10.0 Local Members**

- 10.1 All Members will be affected by the proposal as it will be a countywide revision to the service.

## **11.0 Other Front Line Services**

- 11.1 There may be an increase in use of the kerbside recycling scheme and also the Community Recycling (bring) Sites which will need to be monitored to ensure that these services are able to absorb any changes.

## **12.0 Support Services (Legal, Finance, HR, ICT, BPU)**

12.1 **Finance – Revenue** - The Finance Business Partner notes the contents of the report. The proposals suggested by the service meet the £200k efficiency required in 2017/18. Final workings involving both the service and corporate finance will be carried out following the decision. There is a risk of an additional cost to the service as highlighted in the SIIA through potential flytipping and additional pressure on Community Recycling Sites. It is noted that mitigating actions are identified for these pressures.

Further work will need to be completed to meet the £300k savings required in 2018/19.

12.2 **Finance – Capital** - The Capital and Financial Planning Accountant confirms that the savings to be made in 2017/18 are £200k with a further £300k to be made in 2018/19. The capital budget for the baling equipment is forecast to underspend so £250k could be vired to a new HWRC Compaction budget in 2017/18.

12.3 **Legal** – The Professional Lead-Legal has no comment to make on the aim to save money however the proposals recommended not only have to take into account the authority's obligations under Section 51(1)(b) of the Environmental Protection Act 1990, but it also has to provide a service in accordance with Section 51(2)(a), i.e. each place is situated either within the area of the authority or so as to be reasonably accessible to persons resident in its area.

12.4 **Procurement** – Any variations to the contract will need to be formally varied and recorded on the contracts register with consideration given to any costs from the contractor which are currently undefined. Consideration needs to be given for procurement activities to comply with the Contract Procedure Rules. A formal variation to the current contract may be required to cover the operation of the compactor equipment with any costs (maintenance/servicing, insurances, breakdown procedures, etc.) being accounted for prior to any savings being formalised.

12.5 Comments from HR, ICT and BPU are not required.

## **13.0 Local Service Board/Partnerships/Stakeholders, etc**

13.1 There is no direct impact on the Council's partners and stakeholders.

## **14.0 Communications**

14.1 The decision will be extensively communicated through the press, website and social media giving all residents information on the new arrangements and alternative options for their waste and recycling.

## 15.0 Statutory Officers

- 15.1 The Solicitor to the Council (Monitoring Officer) has commented as follows: I note the legal comment and would draw attention the need to agree with the Contractor the contract variation needed to achieve Recommendations 1 and 2.
- 15.2 Section 151 Officer - The Strategic Director notes the comments made by Finance and confirms that the proposed budget for 2017/18 has £500k of support for this service. It is essential the remaining £200k savings target for 2017/18 is delivered as outlined.

## 16.0 Members Interests

- 16.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>1) To reduce the opening days at all sites to three days per week including one weekend day and ensuring there is a site available on each day of the week throughout the County</b>	<b>To realise the combined savings of £200k whilst maintaining an equal service across the County.</b>
<b>2) To authorise the roll forward and virement of £250k from the baling equipment budget to install compaction equipment where possible at the sites.</b>	<b>To realise the combined savings of £200k whilst maintaining an equal service across the County.</b>
<b>3) To increase the cost of a trade recycling permit from £150 to £200.</b>	<b>To realise the combined savings of £200k whilst maintaining an equal service across the County.</b>
<b>4) To restrict the use of commercial vehicles and large trailers on sites to those with a current trade recycling permit. Detailed implementation to be agreed by the Portfolio Holder</b>	<b>To realise the combined savings of £200k whilst maintaining an equal service across the County.</b>

<b>Relevant Policy (ies):</b>	Powys Change Plan		
<b>Within Policy:</b>	Yes	<b>Within Budget:</b>	Yes

<b>Relevant Local Member(s):</b>	All Members
----------------------------------	-------------

<b>Person(s) To Implement Decision:</b>	Nigel Brinn
<b>Date By When Decision To Be Fully Implemented:</b>	April 2017

### Contact Officer

**Name:**

Nigel Brinn

**Tel:**

01597 82 6659

**Email:**

[nigel.brinn@powys.gov.uk](mailto:nigel.brinn@powys.gov.uk)



**Appendix 1** – Consultation Report

**Appendix 2** – Example Opening Programme

**Appendix 3** – Single Integrated Impact Assessment

This page is intentionally left blank

# Key findings report

## Household Waste and Recycling Centre Savings Survey 2016



December 2016  
Author: Sue Ling, Corporate Consultation Officer

## **Contents Page**

**Page 3      Background to the service and purpose of the consultation**

**Page 5      Key Profile Data**

**Page 6      Key Findings**

**Page 8      Question by question analysis**

**Page 16     First choice rankings**

**Page 25     Additional feedback**

**Page 27     A note about market research**

**Page 28     Appendices**

### **Background to the service and purpose of consultation:**

Powys County Council sought the views of residents around proposals which would impact on the future of the county's household waste and recycling centres. The five proposals set out would allow the council to make savings ranging from £140k to £784K from the Waste and Recycling budget. The proposals were put forward as part of a number being considered to ensure the council met its overall budget savings target of £22m over the next three years. The proposals were:

<b>Option 1</b>	<b>Reduce opening day's at all five sites to three days per week to include Saturday and Sunday and one weekday. This would save £140k (£28k per site)</b>
<b>Option 2</b>	<b>Close one site (either one in Montgomeryshire or one in Brecknockshire) for savings of £350k.</b>
<b>Option 3</b>	<b>Close one site (as above) and reduce opening days at the remaining four sites to save £462k.</b>
<b>Option 4</b>	<b>Close two sites leaving one in each shire to save the required £700k.</b>
<b>Option 5</b>	<b>Close two sites and reduce opening times at the remaining three sites to save £784k.</b>

### **Background to the consultation/engagement exercise:**

A comprehensive survey was prepared seeking views not only on the proposals, but also asking questions to gain insights into how and what residents currently take to the Household Waste and Recycling Centres, what times they visit, what times would best suit them and how far they had to travel to get to their nearest site.

The survey was accessible online via the council's 'Have Your Say' consultation page and hard copies were also made available in all the county libraries in English and Welsh.

The consultation exercise was publicised using a mix of channels including issuing press releases and use of social media and it was supported by a number of local town, community and county councillors who opted to print and distribute paper copies to interested residents.

### **Report format:**

The purpose of this report is to set out the findings from the consultation including both the response received via the survey alongside any additional views received including petitions and social media commentary. It firstly gives an overview of who and what responses were received and then provides the reader with the key

findings followed by a fuller question by question analysis and use of charts to help clearly show the results.

**Response rate:**

In terms of the survey, 882 responses were received and analysed. This included all the paper surveys that were received up until and including Wednesday 21<sup>st</sup> December. Note: Powys decided to allow an extra three weeks past the closing date to ensure all the surveys dropped off at libraries or collected on behalf of communities were input into the database and included in the analysis.

**Additional views and comments received:**

Alongside views received via the survey over 70 letters/emails and web comments were made and two petitions received. Representations from AMs Kirsty Williams and Russell George and other local councillors and some organisations like the Brecon Beacons National Park were also considered.

In total, allowing for the fact that some residents who completed a survey may have also signed the petition and written a letter into the council, it's estimated that around 5500 residents have responded to the consultation in one way or another.

This feedback has provided Powys County Council and the service with a very robust and representative view from its residents around the future of the five household waste and recycling centres.

Further details with regard to the petitions and the views expressed via letters, emails, social media and representations are provided on page 25.

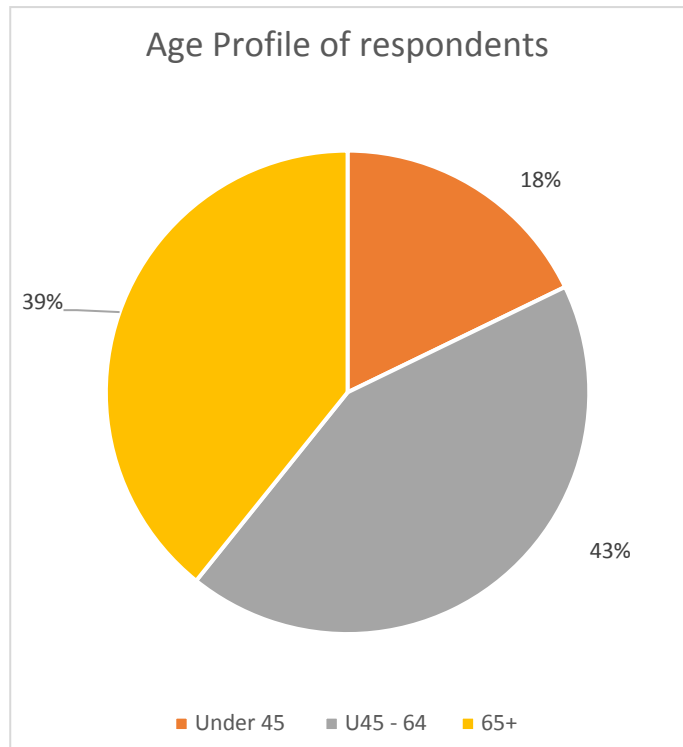
The following pages provide a focus on the survey responses and analysis.

**Key profile data:**

In total 882 residents responded to the survey. Of these 882, only seven stated that they were a trader with a commercial recycling permit and five choose not to give their status. 870 were thus householders.

A number of respondents choose not to answer all the profile questions but in terms of the age profile 43% of the 724 who did were aged between 45 and 64 years of age and 39% were aged 65+.

Only 18% of respondents were under the age of 45.



Age	Number	%
Under 45	129	18%
45 – 64 years	311	43%
65+ years	284	39%
<b>Total</b>	<b>724</b>	<b>100%</b>

In terms of the gender split 51% of those who answered the question (686 respondents did so) 51% were male and 49% female.

Gender	Number	Percentage
Male	347	51%
Female	339	49%
<b>Total</b>	<b>686</b>	<b>100%</b>

## **Key Findings:**

### **THE PROPOSALS PUT FORWARD**

- Over half (56.5%) of the 785 respondents who ranked the proposals in order of preference are keen to see all five sites remain open as their first choice even if this does mean the required savings target is not met.
- Just under a quarter (22%) of the 785 ranked Option 4 as their first choice, 15% ranked Option 5 as their first choice followed by 4.5% voting for Option 3 and only 2% choosing Option 2 as their first choice.
- When analysing this data further it is clear that residents from Newtown, Welshpool and Ystradgynlais were keener to see all five sites remain open than those residents who use the Brecon or Llandegley sites. This is likely to be because residents in the latter areas didn't feel their site was at risk and thus a number of them had chosen Option 4 instead as their first choice to make the necessary savings.
- When asked to give reasons for their first choice, residents who had chosen Option 1 felt that there would be an increase in fly tipping if a site closed, that more people would end up burning their waste, that the travel times would be significantly increased for residents and this was unfair and actually harmful to the environment and that the proposal to close some sites was counter intuitive and contradicting all the marketing and recycling messages we give out.
- 343 respondents choose not to rank anything other than their first choice.

### **USAGE AND DISTANCE TRAVELLED FEEDBACK**

- 75% of residents said that they travelled between 0 – 10 miles currently to get to the site they used.
- 25% of respondents stated they took items to their household waste and recycling site once a month whilst a similar number (24%) said they actually visited once a fortnight. 20% said they took items for recycling/disposal once a week. A further fifth of respondents (20%) didn't visit so frequently – they stated it was more likely to be once every couple of months that they would do so.
- However, 8% said they used their site more than once a week.
- The most popular times to visit were weekday mornings and Saturday mornings.
- When asked when people would prefer the sites to be open there was limited appetite for early morning or late evening opening hours during the summer months and a clear indication that people would rather the current opening hours were protected.



- Electrical waste, hard plastics, garden waste, cardboard and hazardous waste were the most likely items that people disposed of at the sites. There were numerous comments made from residents around the difficulties they would face regarding the disposal of garden waste if a site were to close near them.
- Gas bottles and tyres were the least deposited items.
- 84% of respondents stated that they used the weekly kerbside recycling service for glass, 88% used the blue box for their paper and cardboard and 89% used the red box for plastics.
- Slightly fewer - 77% - stated that they used their green food caddy and put this out for collection.

## Question by question analysis.

**Q1. Firstly we'd like to ask on what basis you are responding to this survey. Are you...?**

Answer	Number	Percentage
A householder	870	99%
A trader with a commercial recycling permit	7	1%
<b>Total</b>	<b>877</b>	<b>100%</b>

*Five respondents who answered subsequent questions choose not to give any details to Q1.*

99% of those who completed the survey were householders with only 1% being traders.

The views expressed by the seven traders were overall no different to those expressed by householders so the feedback includes both sets of respondents. Traders who pay for a permit provide a source of income for Powys County Council so they were invited to comment on the proposals.

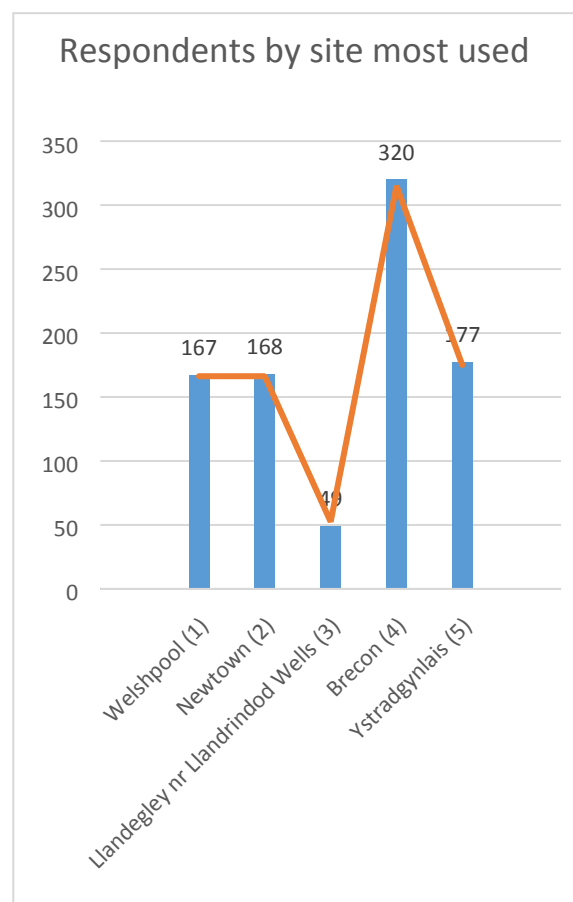
**Q2. Which of the five Household Waste and Recycling Centres (HWRC) do you tend to use the most? One person didn't answer this question.**

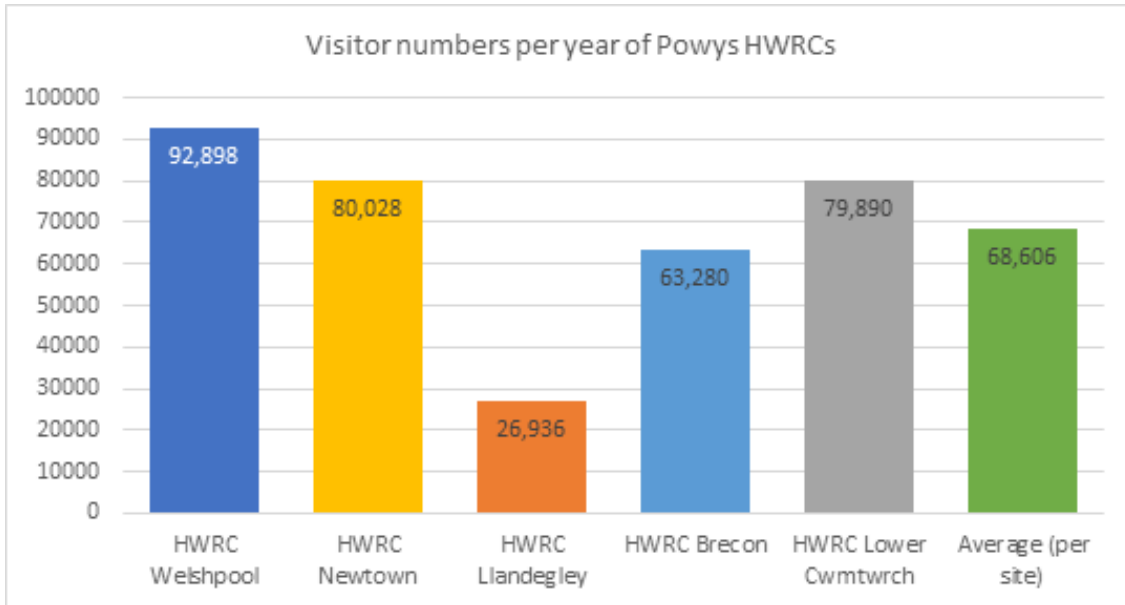
The analysis showed that 36% of the 821 respondents stated that they used the Brecon site compared to only 6% who used the Llandegley one.

However overall there appeared to be a decent spread of views and responses from all the affected sites with 20% of respondents saying they used Ystradgynlais and 19% respectively saying they used either Welshpool or Newtown.

The proposals set out were least likely to affect site users in mid Powys so it's likely that a number of residents using the Llandegley site didn't bother to respond to the survey on that basis.

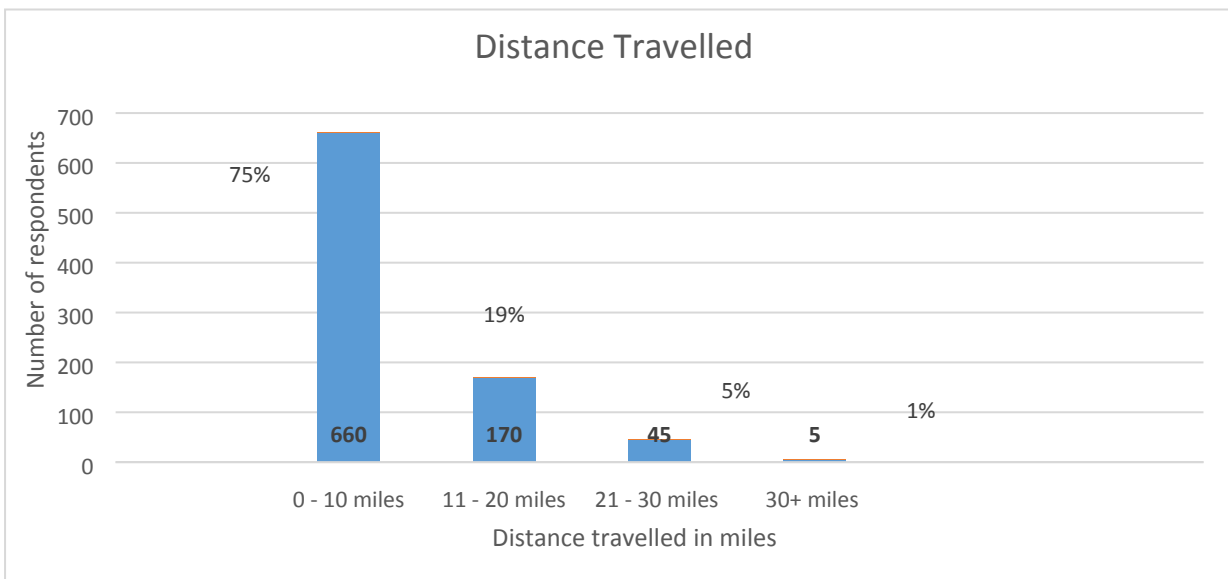
Interestingly when comparing the chart (right) with some figures around usage gathered by Powys County Council (next page) it is clear that the Welshpool site has the highest visitor numbers per year with Brecon being the fourth most visited site. However residents in Brecon felt strongly that their site should remain and voiced their concerns by completing the survey. They did this as opposed to raising a petition which was the preferred option chosen by residents in Ystradgynlais, Welshpool and Newtown. This may help to explain the difference in the two charts.





**Q2a. How far do you travel to get to this site?**

In terms of distance to travel to a site, three quarters (75%) of the 820 respondents who answered stated that they travelled between 0 – 10 miles to get to their preferred or local site. Only five people or 1% currently had to travel over 30 miles to get to a household waste and recycling centre. *Two people didn't answer this question.*

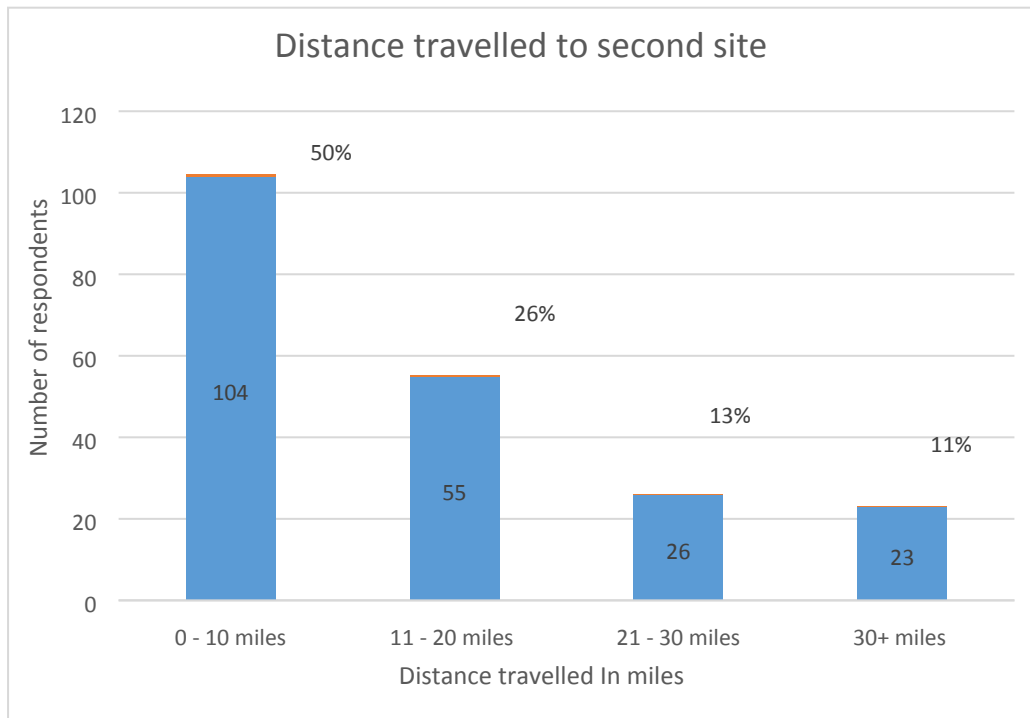


**Q2b. If you use another site please select from the list. 740 respondents didn't use another site so ignored this question.**

Answer	Number	Percentage
Welshpool	46	32%
Newtown	38	27%
Llandegley nr Llandrindod Wells	8	6%
Brecon	29	20%
Ystradgynlais	21	15%
<b>Total</b>	<b>142</b>	<b>100%</b>

The figures suggest that quite a few residents do and have used another site other than their preferred centre. Out of the 142 who answered this follow up question a third used Welshpool as an alternative whilst 27% used Newtown. It's likely that these residents use one or the other or both as needed. When asked how far they needed to travel to get to this second site 50% were still travelling between 0 – 9 miles whilst 26% stated they would need to travel up to 20 miles to deposit their waste/recyclables.

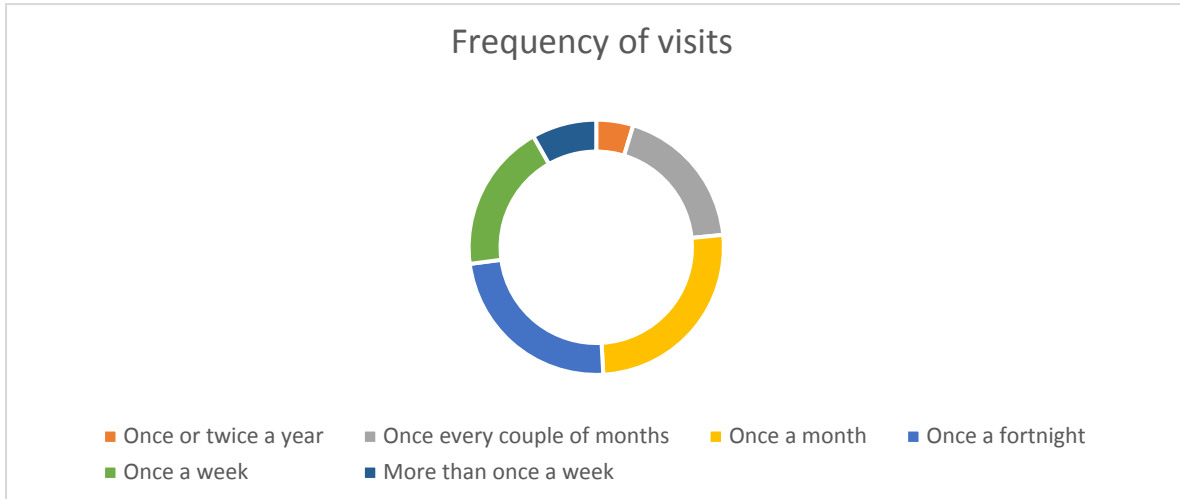
**Q2c. How far do you travel to get to this site?**



**Q3. How often do you tend to visit a HWRC?**

853 respondents choose to give an answer to this question.

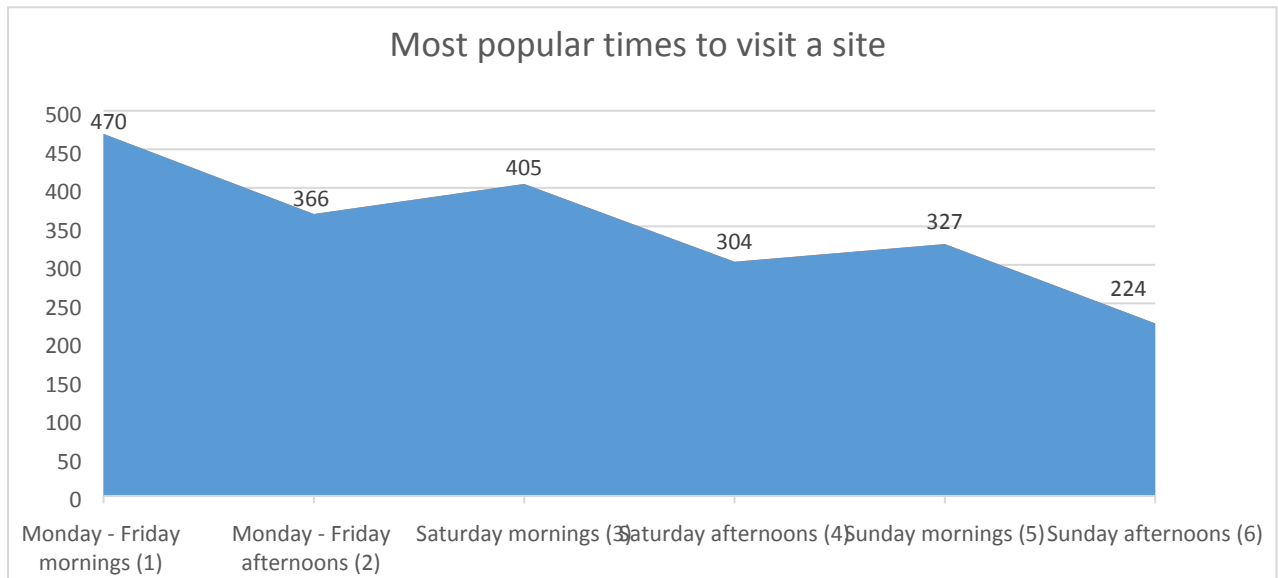
Frequency of visits	Number	Percentage
Once or twice a year	40	3%
Once every couple of months	160	20%
Once a month	219	25%
Once a fortnight	203	24%
Once a week	161	20%
More than once a week	70	8%
	<b>853</b>	<b>100%</b>



The chart above shows that only 3% of respondents stated that they used their site once or twice a year. A quarter are using the sites once a month, a further 24% of respondents are visiting once a fortnight and 20% once a week.

However 8% of respondents (70 residents) stated that they were using the sites more than once a week. When looking at these 70, two were traders one person didn't state their status but the rest were householders. 17 out of the 70 were retired but 36 were working either full, part-time or were self-employed. One person was permanently sick/disabled. The remainder choose not to give their working status. The postcodes given by these respondents were primarily from Ystradgynlais, Newtown or Brecon.

**Q3a. What days and times do you tend to visit the centre you use the most?**



The chart above shows that the most popular times/days for people to visit tends to be mornings. In this chart you can see that weekday mornings and Saturday mornings appear to be the most popular. This could be useful data if the proposal to reduce opening hours across all sites is considered the best way forward. The data will help the service to plan out opening times accordingly. The chart above does reflect the service's experience when site monitoring has been undertaken. Interestingly some of the traders who responded had opted for weekday afternoons, Saturday and Sunday mornings.

### Q3b. What days and times would best suit you?

As above residents/respondents were keen to sustain opening times to mornings both on weekday and at weekends. Weekday afternoons and then Sunday mornings were the next preferred opening times. The chart below gives the responses.

Opening Times	No of responses
Monday - Friday early morning - between 7am - 9am	93
<b>Monday - Friday mornings - between 9am - 12noon</b>	<b>435</b>
Monday - Friday afternoons - between 12noon - 5pm	403
Monday - Friday early evenings - between 5pm - 7pm (summer months only)	136
Saturday early morning - between 7am - 9am	104
<b>Saturday mornings - between 9am - 12noon</b>	<b>451</b>
Saturday afternoons - between 12noon - 5pm	382
Saturday early evening - between 5pm - 7pm (summer months only)	162
Sunday mornings - between 9am - 12noon	355
Sunday afternoon - between 12noon - 5pm	312
Sunday early evening - between 5pm - 7pm (summer months only)	141

The proposal to open either early morning or early evening during the summer months didn't appeal to most respondents with only a few expressing an interest in this option.

### Q4. What materials do you take to the site?

24 items were listed for respondents to select from. The table on the next page highlights all of these items in order of which were most frequently deposited at the sites.

The top five items were:

- Electrical goods
- Hard plastics
- Garden waste
- Cardboard
- Paint

Over half of the respondents (427) had stated that they took additional waste that wouldn't fit in their wheeled bin or purple sack to a site. The reasons why people were taking their residual household waste to a site wasn't sought at this point but the result could suggest the following:

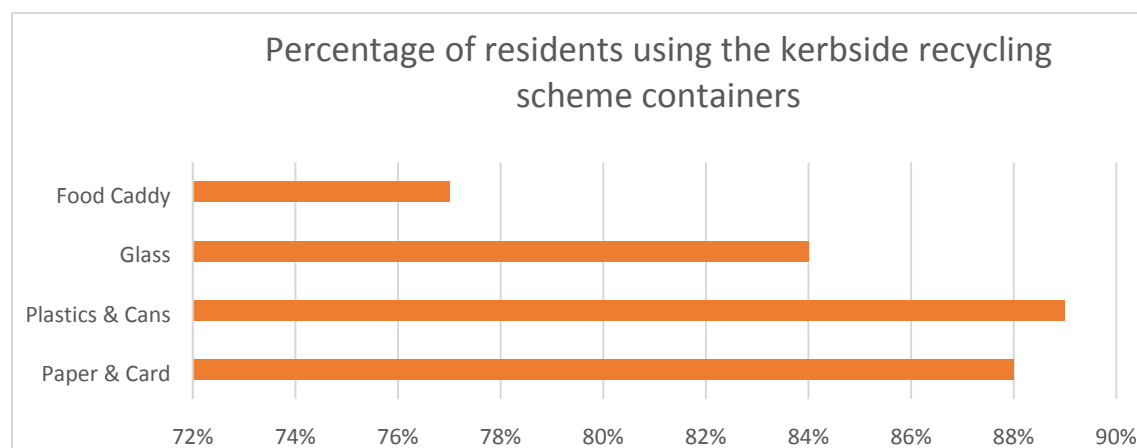
- Residents may not be aware that they can have additional boxes for recycling more of the kerbside collected material, i.e. cans and plastics, paper and card, glass, and food.
- Residents may not be recycling as much of their waste as they could. A standard size wheeled bin provides enough capacity for three weeks' worth of residual household waste for an average family. Households on purple sacks receive 52 sacks each year which is the equivalent of the standard wheeled bin if they put out three sacks per collection.
- Larger households may not have applied for a bigger wheeled bin and thus are using a HWRC site instead to dispose of extra waste.

Tyres and gas bottles were the least deposited items.

<b>Materials deposited in order</b>	<b>No of responses</b>
Electrical items e.g. lightbulbs, TVs, cookers, small domestic appliances e.g. curling tongs. (6)	<b>726</b>
Hard plastics like children's toys, garden furniture and washing up bowls etc. (10)	<b>622</b>
Garden waste (7)	<b>550</b>
Cardboard (4)	<b>538</b>
Other hazardous waste like paint, engine oil, weed killer etc. (11)	<b>537</b>
Scrap metals (19)	<b>517</b>
Old furniture (12)	<b>457</b>
Additional waste that won't fit in my wheeled bin or purple sack (1)	<b>427</b>
Batteries (2)	<b>423</b>
Old fridges/freezers (13)	<b>397</b>
Wood (24)	<b>414</b>
Carpets (5)	<b>386</b>
Textiles (22)	<b>337</b>
Old mattresses (14)	<b>317</b>
Soil / rubble (20)	<b>305</b>
Other glass products e.g. sheet glass (15)	<b>303</b>
Plastic bottles, pots, tubs and trays. (17)	<b>279</b>
Tetrapak (21)	<b>251</b>
Glass bottles (9)	<b>191</b>
Paper (16)	<b>190</b>
Plasterboard (18)	<b>166</b>
Cans (3)	<b>157</b>
Tyres (23)	<b>81</b>
Gas Bottles (8)	<b>53</b>

75 respondents stated that they took something else to dispose of alongside the other materials listed in the chart above. Some of the items that people listed when asked included broken glass, bubble wrap, polystyrene, large cardboard cartons, damaged furniture, small metal objects, used cooking oil, ink cartridges, books, solid fuel ash, soft plastic, old clothing, duvets and magazines.

**Q4a. Which of the following do you use in relation to the weekly kerbside recycling service?**



The chart on the page above shows that the vast majority of those who completed the survey are using the boxes provided by Powys County Council to recycle their household waste. There seemed to be slightly less residents using the food caddy compared to the other boxes. 77% of respondents said they used the food caddy compared to 89% who used the red container to dispose of plastic materials like drinks bottles, yoghurt pots and food type containers.

**Q4b. If you don't use any of the boxes provided or perhaps only use one could you tell us a bit more about why that is?**

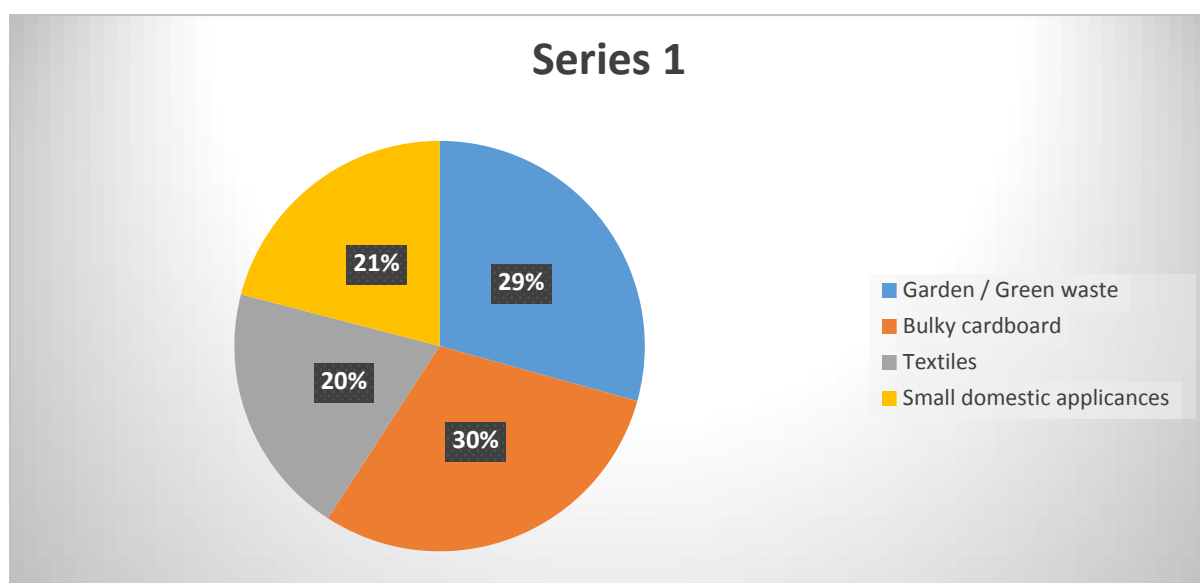
153 respondents choose to respond to this question.

A sample of the comments given is below but the key reasons for non-usage of the food caddy were either that households composted their food waste, fed it to their pets or didn't produce any to make it worthwhile using the food caddy.

However some other residents stated that they didn't receive the recycling service due to their location and chose instead to take their rubbish/recyclables to their local bring bank or HWRC instead.

836	None- Living on a470 - the wind tends to blow it into the road which can be hazardous.
844	Any kitchen waste I generate is simply placed in my compost bin. All households with gardens should be expected to do likewise.
853	Food waste goes to my compost heap. Glass jars, paper, cardboard, plastic and cans I take to the village recycling site.
856	Too heavy to carry down to collection point.
858	We do not have any food waste.
874	None - all my waste goes to Brecon. We live in an isolated area and can't use the collection service.

**Q4c. Do you use your local community bring site for any of the following items not collected at the kerbside?**

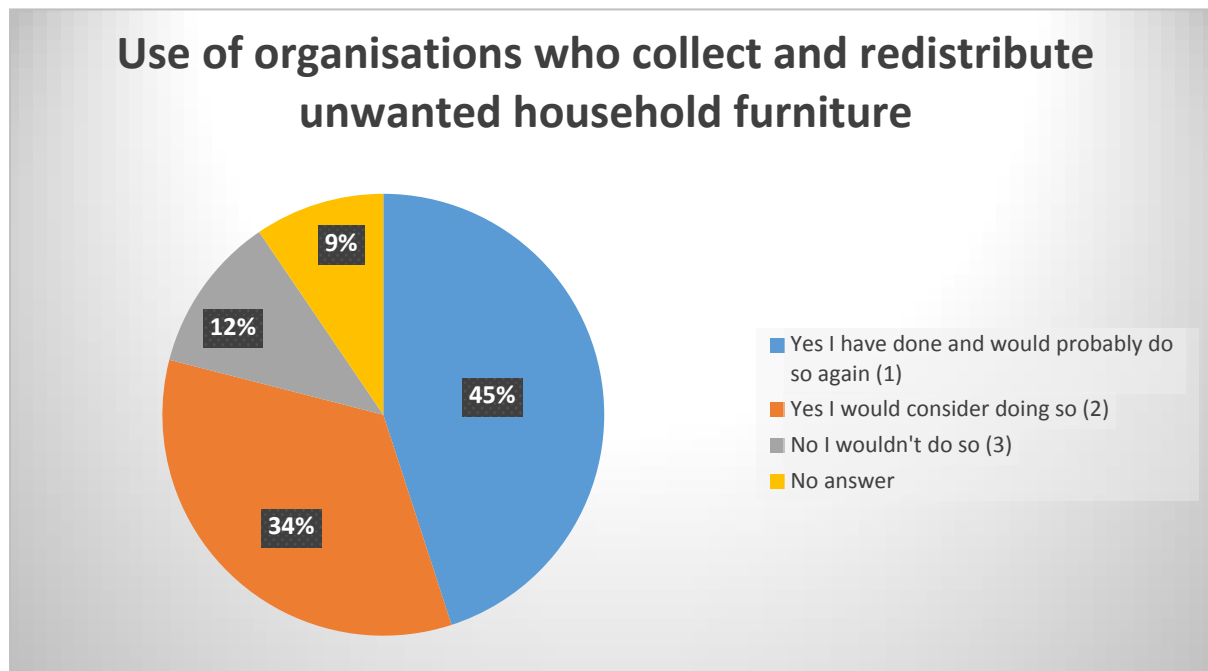




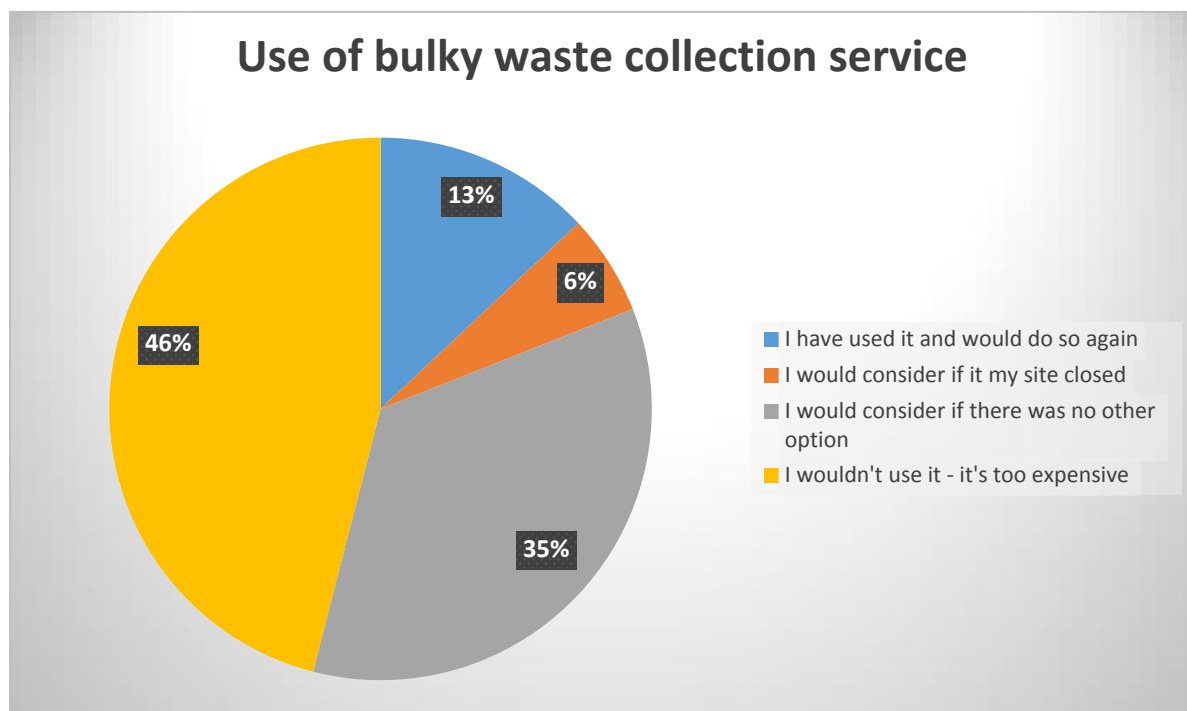
Just under a third of respondents used their local bring site for getting rid of bulky cardboard and green/garden waste. Around 20% took both old clothing/textiles and small domestic appliances where there was a bank of this type available. Not all sites have the latter.

**Q4d. Have you ever considered or would you consider contacting one of the organisations that collect household items like furniture, beds and other household products for free and pass them onto those in need?**

*Around half of the respondents answered this question. The results are shown in the chart below.*



**Q4e. Have you ever used or would you consider using the bulky waste collection service?**



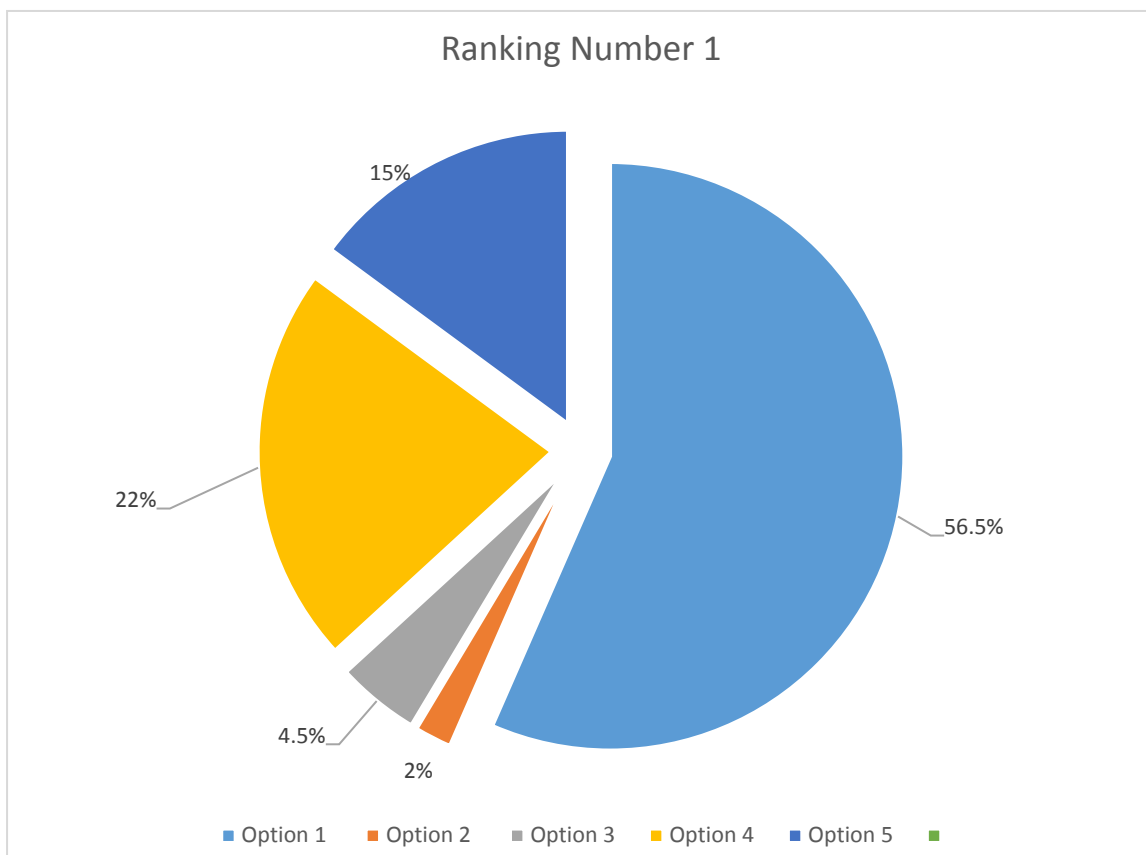
As above it is clear that a number of residents wouldn't use the service because they feel it is too expensive. 46% of the 788 who responded felt this way however 35% would consider using it if there were no other option available to them.

**Q5. There are five options put forward. Two will make the required £700k saving and three won't. If you prefer one of the options that only makes a partial saving then the shortfall will most likely have to be found elsewhere within the service's budget. Please read each of the following, consider in what order you would prioritise them and then rank as per the instructions.**

<b>Option 1</b>	<b>Reduce opening day's at all five sites to three days per week to include Saturday and Sunday and one weekday. This would save £140k (£28k per site)</b>
<b>Option 2</b>	<b>Close one site (either one in Montgomeryshire or one in Brecknockshire) for savings of £350k.</b>
<b>Option 3</b>	<b>Close one site (as above) and reduce opening days at the remaining four sites to save £462k.</b>
<b>Option 4</b>	<b>Close two sites leaving one in each shire to save the required £700k.</b>
<b>Option 5</b>	<b>Close two sites and reduce opening times at the remaining three sites to save £784k.</b>

785 residents answered the question which asked them to put the proposals into their preferred order.

### Ranking Number 1

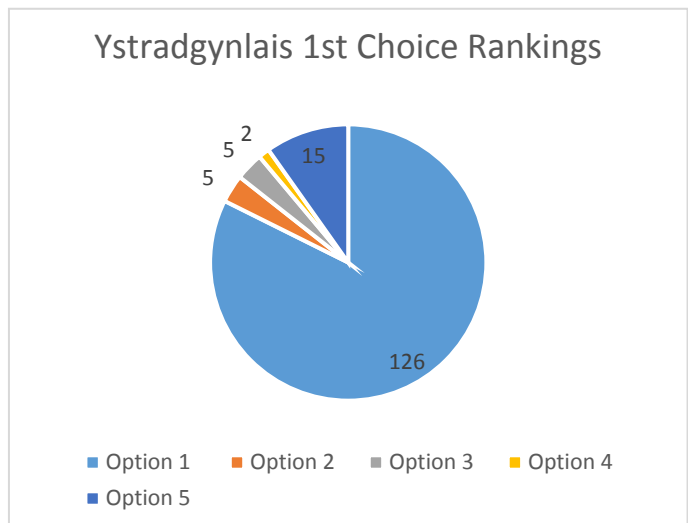
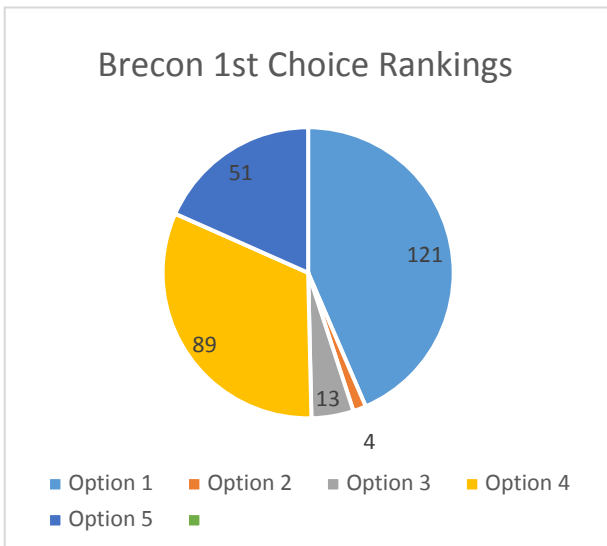


56.5% of respondents are keen to see all five sites remain open even if this does mean the required savings target is not met.

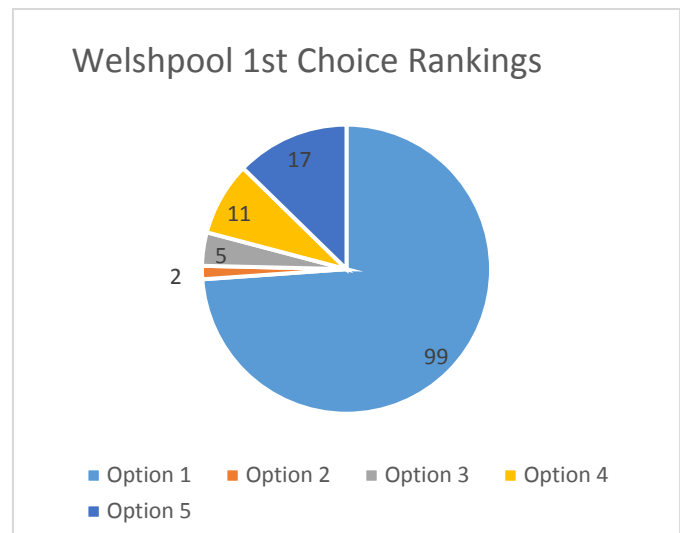
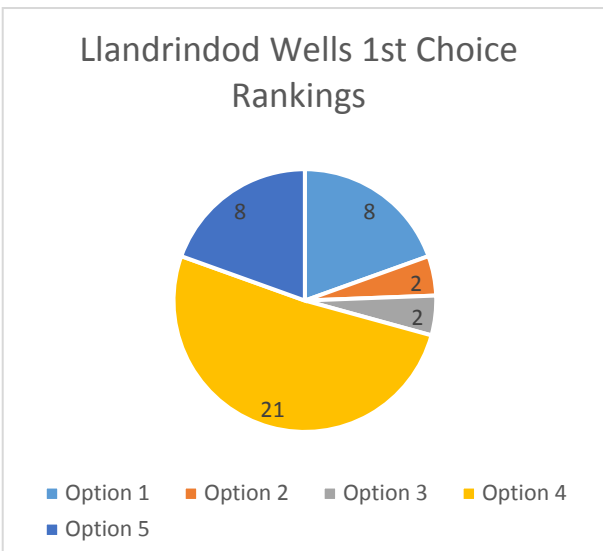
<b>Ranking Number 1 Results</b>	<b>Number of responses</b>	<b>Percentage</b>
Option 1 - Reduce opening day's at all five sites to three days per week to include Saturday and Sunday and one weekday. (1)	<b>444</b>	<b>56.5%</b>
Option 2 - Close one site (either one in Montgomeryshire or one in Brecknockshire) for savings of £350k. (2)	<b>16</b>	<b>2%</b>
Option 3 - Close one site (as above) and reduce opening days at the remaining four sites to save £462k. (3)	<b>36</b>	<b>4.5%</b>
Option 4 - Close two sites leaving one in each shire. Brecon, Llandegley and Welshpool to save the required £700k. (4)	<b>172</b>	<b>22%</b>
Option 5 - Close two sites and reduce opening times at the remaining three to save £784k. (5)	<b>117</b>	<b>15%</b>
<b>Total</b>	<b>785</b>	<b>100%</b>

97 respondents chose not to answer this question.

The charts below show the first preference



choices by users stating the site they most use.



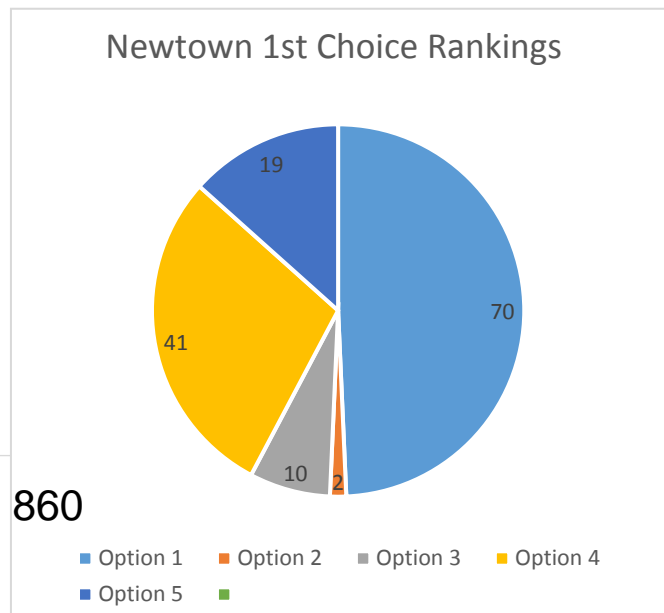
**Analysis:**

29 out of the 46 respondents who use the site in Llandrindod choose either option 4 or 5 as their first preference.

This is likely to be because they know the proposals don't have any impact on their ability to dispose of their bulky waste as none of the proposals threaten closure of the site in Radnorshire. Only 8 respondents choose Option 1 as their first preference.

One resident said:

*"I would actually like to see the sites retained as they encourage recycling and the money saved elsewhere - a move to*



four weekly collections for wheelie bins for example or less salt on the roads when we don't need it. However, one site in each shire would seem fair - I collect items and visit sites infrequently. I would tend to use the site in the mid which would not be affected by the proposals so perhaps it is not fair for me to comment on the north and south options."

Similarly when looking at the response from residents using the Brecon site it's clear that the 89 who chose Option 4 as their first option are likely to be of the opinion that Brecon would remain open. However the majority of Brecon residents (121) did feel Option 1 was their preferred choice.

In comparison when looking at the views from Ystradgynlais 126 out of the 153 residents who responded chose Option 1 as their first preference knowing that they would be impacted by the potential closure if one site in the Brecknockshire area were to close. Only two residents chose Option 4 as their first preference. One resident wrote:

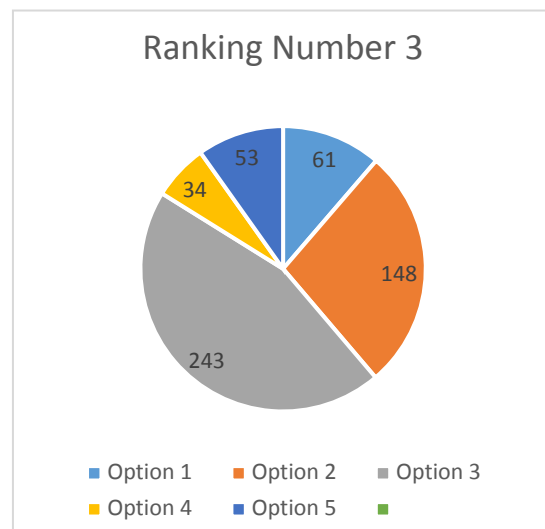
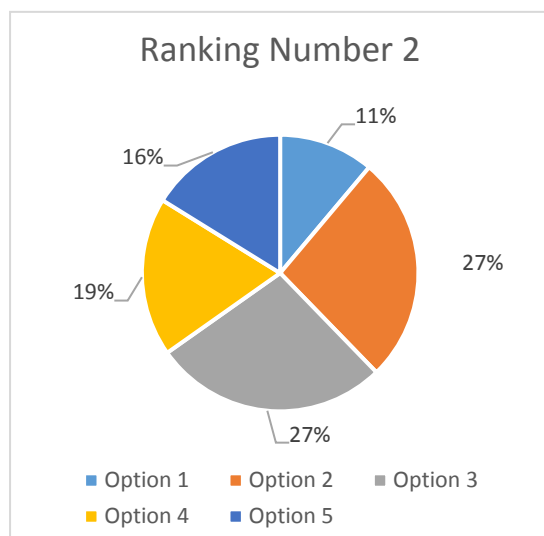
"I know this option (Option1) has the smallest saving, but this is the only option where the Ystradgynlais site would remain open. If a choice had to be made between Ystradgynlais and Brecon remaining open, I can guarantee that Brecon would be it."

Similarly Welshpool residents felt keeping all sites open but reducing their opening hours was a better option than anything else. 99 of the 134 respondents chose Option 1. Only 11 chose Option 4.

Interestingly when looking at Option 5 it appears that respondents in Ystradgynlais and Welshpool would rather see two sites closed and all sites reduce opening hours than see just two sites close and the other remain open on the current times. This appears to suggest an element of sharing the pain and a view that if cuts are needed to be implemented that Option 5 would allow for some element of shared reduction in service as opposed to Option 4 where residents living in some areas would have much better access than others.

### Ranking Number 2 and 3

The charts below show the overall second and third rankings for the proposals. For Ranking Number 2 Option 2 and Option 3 come out equal top with 27% choosing these as their second choice out of the five proposals. 243 residents (45%) selected Option 3 as their preferred third choice.



Residents continued to rank the proposals in the same order so that Option 4 is the fourth preferred choice and Option 5 is the fifth overall.

A number of residents however chose not to rank the options at all and instead wrote that none of the options were their preferred choice. These residents wanted the status quo to remain.

"Close no sites. Site closure will lead to more fly tipping and roadside litter."

"All are unacceptable. The council needs to look elsewhere to save money."

"We do not agree with Options 2-5."

"Options 2 to 5 are completely unacceptable. Option 1 is highly undesirable."

**Q5a. Please can you explain why you have ranked the proposals in the order you have.**

Option One. The key reasons for ranking this number one were primarily around the following factors:

- **Fly tipping.** The majority of comments given were that closing these sites would lead to a big increase in fly tipping and that the cost to deal with this would in time outweigh the savings that are made by closing two sites. People felt this was short-sighted.

**Quotes from respondents**

*"Option 1 would be my preferred choice but it won't make required savings. It's essential there are sufficient HRCs within Powys, otherwise fly tipping, burning of waste, etc. will almost certainly increase. Many residents would like the HRCs as a choice in safely disposing/recycling of their larger household waste."*

*"Closure of any sites will result in fly tipping, Option 1 is the best of a bad bunch."*

*"I think closing sites will actually cost more than it saves because of the amount of rubbish that will go to landfill if there is nowhere to recycle it (e.g. I take two black bags of tetra packs to Welshpool Centre every month) and also because of the increase in fly-tipping that will inevitably result."*

- **Travel times.** As a large rural county there was a view expressed by numerous residents that Powys needed the five sites to remain open because of the travel times to get to them. Some residents stated that they would otherwise be faced with a 50 mile round trip to take their bulky items to a site. In particular respondents from Ystradgynlais were concerned that the closure of their site would create a fly tipping culture.

**Quotes from respondents**

*"I would not travel to Welshpool or other sites due to cost and no free time to travel to other sites, any reductions in opening times will tend to cause long tail backs on to the main road and put people off recycling, it's hard to get in and out sometimes already at Newtown's site due to demand."*

*"This is the only fair and equitable solution for all residents in Powys. No one should have to travel from one area to another to recycle when this is to be encouraged. Closing any site will increase the carbon footprint: no buses travel to the sites (it is not practical to take rubbish on buses). People will end up fly tipping and the countryside will be unsightly - bad for tourism and health. Powys has no rodent officer - rats and mice will increase and so will diseases. Taking a vital service out of use is ridiculous."*

*"Because I don't believe the site in Welshpool should be closed as I am not prepared to travel a 32 mile journey to take waste to Newtown."*

*"I'm sure no one wants to lose their local recycling centre, I certainly don't want to travel half an hour to Brecon. Our centre is literally brand new, it seems false economy to close it."*

*"Option 1 is the only acceptable choice! I would not consider driving 30 miles or more with a car filled with rubbish!"*

- **Mixed messages.** Residents feel that the closure of two sites would send out the wrong message and contradict our PR around recycling all you can. Residents already feel frustrated by changes to the recyclables that they can put out for collection e.g. plastic film and bags. The kerbside collection scheme provides for basic materials but the HWRCs offer a wider mix of options to ensure waste is reused or recycled rather than going to landfill. Closing sites would discourage people from recycling and lead to higher levels of fly tipping.

*"It is very difficult to make a choice as there are other monetary factors that need to be taken into account. If Powys does not meet the Welsh Govt. recycling target what would be the level of the fine? Has the additional cost of dealing with fly tipping been taken into consideration? If authorities in West E Wales are able to have recycling levels of over 60% then Powys should be putting more effort into raising its level. Reducing access to recycling centres will not help with this."*

*"I don't agree with any of the options. My first choice assumes Newtown will remain open. You can't leave the largest town in pots without a centre. It is always busy, if you only open three days a week the queues will be horrendous and Newtown will be more grid locked than usual. Reducing citizen access to recycling facilities just goes against the compulsion PCC is putting on everyone to recycle more, you can't expect greater recycling activity if site access is restricted. The order I have put for the remaining options is irrelevant as they are all dreadful and unworkable."*

- **Equality.** Residents felt that it was important that an equitable service was on offer across the county. The proposal to have a site in each shire was not considered sufficient.

*"I think the Council needs to look to the future rather than ill-conceived short term cuts. All of these sites are well used and the consequences of closing sites and reducing hours will have a negative impact on local communities and will result in increased fly tipping which will probably negate any possible savings."*

*"It is better to have all the sites open with reduced opening hours - we have already lost a site in Machynlleth that is causing problems for people in that area."*

*"Whilst I don't use the sites further away, it does seem unfair to pick on one area for the chop just because it doesn't affect me. It would become a postcode lottery as to whether you can afford to dispose of unwanted. It seems the policy of the council is relentlessly pursuing a contract out, commissioning attitude whereby it will end up providing no services at all unless the poor council tax payer is willing to cough up ever more for decreasing service. Option 1 will at least give everyone a chance to use their site at some point, with the option to extend hours again when this ghastly assault on our services starts to ease up."*

- **No other option.** A handful of residents stated that they didn't have any other choice as they didn't have a waste collection service at all – i.e. they live in a remote location and take their waste to the HWRC site as and when they need to. Some residents don't have space for the recycling boxes so choose to go to their nearest HWRC. Some residents said they would either have to start to burn their waste or were worried about neighbours doing so and polluting the air quality as a result of closures.

**Q6. If you have chosen proposals that don't realise the full £700k as your top three choices where do you think the shortfall should come from?**

573 respondents answered this question.

There were a diverse number of options and ideas put forward and all comments/ideas are now with the service for consideration. The most common comments/views given were as follows:

- a reduction in the number of councillors and senior managers in the council,
- an increase in council tax,
- lobbying the Welsh Government for more money,
- better use of and an efficiency drive to reduce waste,
- a reduction in the use of consultants

Appendix A provides some more examples of comments received.

24	Why aren't items taken to the tip made available for the public to buy? There should be a section there where items that are too good to throw can be bought. There are sites in Neath doing this and are doing quite well.
502	I would like to see an option where sites are opened one day a week. It does not mean having all the sites opening on the same day of the week as some may find it difficult to go on that day. The day can change each week etc.
56	As mentioned above, a small fee per load that is fixed for say 5 years would be acceptable to most people. Charging local contractors a fee, albeit a slightly larger one could also be a lucrative proposal
80	Charge people from out of county to use the services. Open up an opportunity for people to purchase items that others discard. Encourage employment by engaging people to take on the role of sorting and selling the materials to be sold, recycle garden waste.



**Q7. In your own words, please could you say what impact there might be for you and your family if the site you use the most were to close in April 2017?**

740 residents responded to this question.

A sample of comments is listed in Appendix B but the most frequent views expressed by residents around the impact and what they would then do were as follows:

- There would be an increase in people burning their rubbish instead. (This could cause neighbour disputes and an increase in air pollution)
- The bring sites would be overflowing as people would use these first if they were still open – often they are already overflowing and plans to close some won't help this.
- People would stop trying to sort their waste out and put everything in their wheeled bin and send to landfill.
- People would have to travel significantly longer journey times to get to a site that was open.

A number of other comments were made about the closure of sites being contradictory to the ethos of Powys wanting residents to recycle more and residents themselves not wanting to see items that could be reused ending up in landfill. There were concerns about the cost and convenience and environmental benefits of trying to dispose of items in a more sustainable way. One example of a comment given by a residents is given here.

37	We would be forced to recycle less. As Green supporters, this is something that would trouble me greatly, and I would try to avoid it, however the carbon waste in driving to Welshpool would not balance the economic benefits of recycling at that plant. We waste little, so we would find it hard to reduce our waste any more. We buy from the sites also in an attempt to recycle rather than buy new, but we would probably have to buy a lot more items from new, meaning there would be large economic and ecological impacts.
----	---

Some residents expressed how closing a site may have a detrimental impact on their quality of life and that of their community.

A couple of examples are listed here.

25	It would have a negative impact on my environment. I take waste to my local centre as my incontinent disabled son also creates a lot of waste and waiting three weeks for my bins to be emptied is too long, so I go to the centre. I also have a large garden which produces a lot of waste.
----	---

52	My black bin will have far more in it so I'll have to use local litter bins. I don't know where I'll take any of the items that I currently take to the Ystradgynlais site. What do I do - pile it up in my garden? Previously we had a private site in Ystradgynlais (JLA) but access to that went when you opened our new site. At last there is NO RUBBISH THROWN INTO THE RIVER & culverts.....how long will that last if the tip closes??? And WHO is going to clear that + the fly-tipping up? THIS WOULD BE A TOTALLY IRRESPONSIBLE ACTION.
----	--

**Q8. If you feel the site you use should stay open please share with us your reasons/logic i.e. why the site you use and not another one?**

726 residents gave an answer to this question. A variety of reasons were given but the key ones were as follows:

- The travel times would be unreasonable to get to another site
- The cost to get to another site would make it uneconomical
- The geography of Powys would mean that fly tipping would increase if any of the sites closed
- The sites are well used, clean and familiar so why close them

Appendix C provides a sample of some of the comments received.

**Q9. Finally, alternative options could be considered to reduce the costs or raise income. Which of the following would you support?**

The table below shows how popular the alternative options were and how many respondents chose to support them. Around half of those who completed the survey supported some whilst just over half didn't comment.

<b>Options</b>	<b>Number of responses for this option</b>	<b>Percentage</b>
To charge for certain materials like plasterboard, soil and rubble.	<b>409</b>	<b>46%</b>
To charge a small entry fee to use the site e.g. (£1 or £2 per visit)	<b>369</b>	<b>42%</b>
To restrict use of the site by commercial type vehicles	<b>355</b>	<b>40%</b>

## **Additional Feedback Received**

The two petitions were as follows:

- **1 from Ystradgynlais residents with 2307 signatures.**

The petition was worded as follows:

*“We the undersigned are in support of our local Household Waste Recycling Centre on Bethel Road, Lower Cwmtwrch. We value this service and are signing below to bring to your attention that we DO NOT want to lose this very valuable local service.”*

- **1 from Welshpool and Newtown residents with over 3000 signatures.**

The petition was worded as follows:

*“We the undersigned call on Powys County Council to drop plans to close any more recycling centres and to guarantee that the Potters recycling centres in Welshpool and Newtown remain open.”*

With regard to the Welshpool site, a meeting was arranged by Welshpool Town Council on 22 November 2016 and attended by the Cabinet Member and senior officers from the council to hear the views of the council and residents. A letter was also received from the clerk.

Responses were also received from the following town and community councils:

- Forden with Leighton and Trelystan
- Newtown and Llanllwchaiarn
- Manafon
- New Radnor
- Old Radnor
- Presteigne and Norton

Letters from the Chief Executive from the Brecon Beacons National Park (BBNP) the Campaign for the Rural Protection of Wales and the Welsh Liberal Democrats were also received and responses from County Councillors Huw Williams, Gemma Bowker, Dawn Bailey and Sandra Davies. One letter came in from a tourist who visited the county on a regular basis asking us to reconsider.

The majority of the content received from all of these was concerned with:

- a potential increase in fly tipping if a centre/s were to close and the costs incurred to clean this up across the county,
- issues around travel times and distance to get to the sites remaining open if there were only three across the county,
- a contradiction to the council’s continuing request for residents to “recycle all they can” How can we then propose to close a centre which takes bulky waste items which would otherwise go into landfill via the wheeled bin? This was a question posed over and over again by respondents.
- requests for the council to reconsider and find the money from elsewhere

There was some recognition from residents, organisations and town councils around the financial situation facing Powys County Council but a desire to see more collaboration with other neighbouring authorities around potential partnership working prior to taking a decision around closures. Consideration of alternative funding streams and use of investment via the Rural Development Plan to create industries associated with recycling and upcycling was a suggestion put forward by the BBNP.

Other ideas and suggestions put forward to make savings were around councillor numbers and senior manager posts being deleted.

There were also a number of comments posted on Facebook and various Facebook pages set up. E.g. Campaign to save Potters which were monitored.

### **Overall Conclusion:**

Overall residents across the county felt all five sites should remain open even if savings had to be found from elsewhere. Concerns were expressed around an increase in fly tipping, travel costs and the distances to get to a site in a rural county if closures were pursued. There was support for considering charging for the disposal of some items like rubble and plasterboard, a small gate fee and restricting the use of commercial vehicles.

The views given will now be considered by the service and the Cabinet.

## A note about market research and consultations

When conducting market research companies use a margin of error and confidence level to ensure that their results are robust and representative of the population they are seeking views from. (i.e. the population of interest).

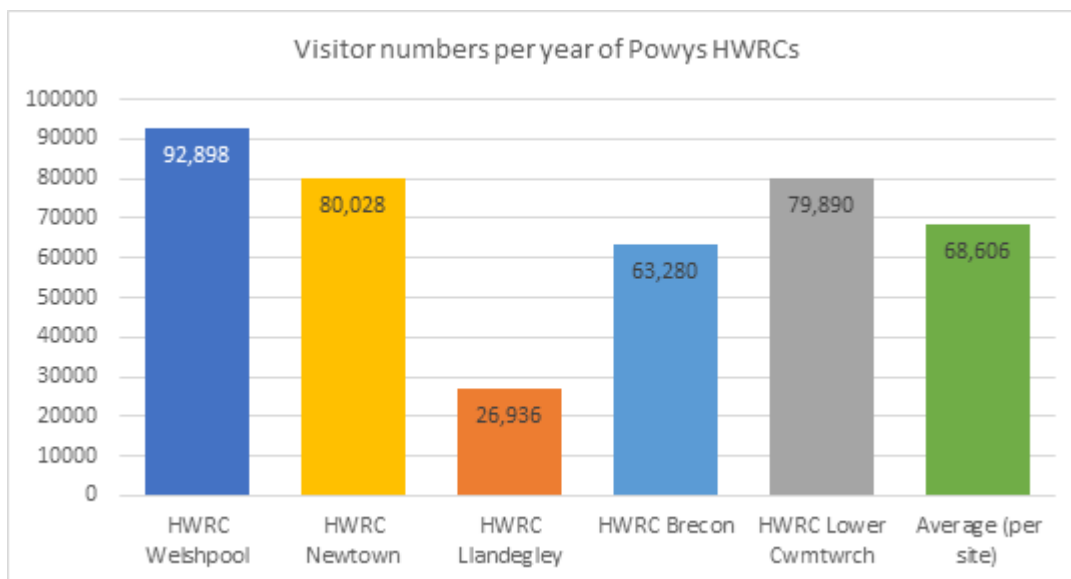
A consultation however isn't market research as people choose to respond and are not contacted using a sampling methodology. People self-select so sometimes when conducting a consultation you only hear the views of the people who are either strongly in favour or strongly object to a proposal. The silent majority may not have given a view. However when we analyse any consultation results we do consider how robust they are in terms of the population of interest using a market research calculator.

For the purposes of this consultation exercise Powys was keen to hear from all Powys residents and in particular those who use the sites currently or may have a need to use them in the future.

We know from the Census that the population of Powys is 133,000. This means that with 882 respondents less than 1% of the whole of the population have expressed a view.

We also know from data collected that the sites are visited on average by 68,600 residents. Taking the figure of 68,606 for the average per site the response rate is 1.3%.

However, in market research terms a sample of 383 users of the sites would be sufficient to give a robust overview on the proposals and views of all users and with over 880 responses to the survey and further signatures on petitions we know we have a very robust response and can use the feedback with confidence.



When conducting consultation exercise Powys County Council works to the National Principles for Public Engagement in Wales.

<http://www.participationcymru.org.uk/national-principles>

# Appendices

## Appendix A - Sample of comments in response to Q6.

“If you've chosen proposals that don't realise the full £700k as your top three choices where do you think the shortfall should come from?”

## Appendix B - Sample of comments given in response to Q7

“In your own words please could you say what impact there might be for you and your family if the site you use the most were to close next April?”

## Appendix C - Sample of comments given in response to Q8.

“If you feel the site you use should stay open please share with us your reasons /logic i.e. Why the site you use and not another one?”

	<b>Appendix A - A sample of the comment given in response to Q6 – where the shortfall could be made if opted for an option that doesn't make the required savings target.</b>
490	As outlined in above question, to seek partnered financial agreement with other statutory agents such as Neath Port Talbot.
491	council members expenses, consultant fees etc.
492	Reducing Councillors' expenses, reducing salaries of CEO and other "senior" posts.
495	You haven't told me all the options that you are looking at but I could suggest top managers salaries are way too high, wider sourcing of contractors to get better value.
496	Council tax should be increased, and the welsh government lobbied to increase their funding for Powys.
497	Rationalise council services to essentials and remove unnecessary middle/senior management in Council, additional rise in council tax to ensure these services are kept.
498	Stop extortionate spending on things like laybys for pylon lorries which don't use them or can't because the kerb is too high, e.g. Arddleen.
501	Making recycling site self-financing. Not on your list.

503	This question should be answered by Powys staff and councillors.
505	Reduce further the opening hours at existing site and charge more for business users incremental on volume. I know of gardeners who take vast amounts for a very nominal fee. Encourage the facility for taking unwanted items for sale and slightly increase.
507	I don't have an overview of the budget.
508	Education, we do not need a new junior school in Welshpool when we currently have 3 schools, the number of pupils has decreased and do not need a 'super school'.
509	Reduce overheads within PCC not services: amount of councillors; encourage work from home, travel/other expenses, need to travel unnecessarily to meetings, etc.,
510	Collect recycling less often, hardly worth bothering with green caddy for food waste
511	increase council tax
512	Adopting a new school dinner payment method. What was wrong with it before?
514	Apply to Welsh government for more funding or increase community charge.
516	Loose some of the pen pushers in the council offices.
517	social housing
519	Stop giving out free dog poo bags - people have dogs therefore should provide own bags

	<b>Appendix B - A sample of comments given by residents in response to Q7 - the impact a closure may have on a person/their family/community</b>
873	We'd probably have to let nature take the garden over or annoy the neighbours will frequent bonfires.
874	Big problems - tell us where we would dispose of our waste?
875	Impossible with 16 cats I produce 1 black sack daily of used cat litter. Council will not give me a larger bin and I will have to pay around £21 pa for a private collection.
876	I would cease recycling outside of roadside collection and send to landfill.
879	We make regular use of the site and would not travel the considerable extra distance to access another site in the proposal (at our expense)
881	I would have to revert to dispose of my garden waste (very large garden) in the river something I definitely do not want to do.
882	Devastated
883	What can we do with garden waste?
884	The waste has to go somewhere. Don't believe having the population driving 35 miles is a good option.

885	As a pensioner ' downsizing' and clearance of a family hoarder's belongings I just do not know how I will cope.
886	Personally no impact other than my general waste bin would be filled every time it goes out instead of being 1/2 full.
887	I would have to travel down to Swansea adding on about 1 1/2 - 2 hours to the usual journey adding to the already congested roads resulting in more pollution and increased health costs etc.
888	Additional waste would build up at my home.
889	My waste would pile up.
890	56 mile round trip. More fly tipping will result which will turn out to be an extra expense.
891	Problems re- black bins and general rubbish. Garden waste? Don't know but in the past locals dumped this into the river.
892	Increased waste at home due to lack of facilities. Impact on health and wellbeing due to unhygienic waste/stress and anxiety of not being able to dispose of waste in the proper manner to sustain a healthy environment for future generations.
893	Please I'd like to understand what you think I should do - really? Moving it from Ystradgynlais what would you like me to do travel all the way to the other locations.
894	Where else is there in this vicinity to recycle waste.
895	I don't see how I would manage as my house would not fit the boxes in - other than in my sitting room.
896	Disastrous. At present my family and I recycle everything that we possibly can. What would we do with our used electrics, batteries, large plastic, garden waste etc.
897	There would be an increase in fly tipping which would be detrimental to our local environment and items put in general rubbish that could be recycled (e.g. tetra packs) increasing landfill.
898	I am already spending time walking my dog picking up litter that is a really big problem in Ystradgynlais. Can you imagine what it will be like if the recycle plant is closed.
899	I would have to travel to Brecon - a 50 mile round trip - I am 65! And on a pension.
900	We use Brecon recycling quite a lot - my husband is disabled and he would find it difficult to drive out of Brecon to recycle. We have a large garden and use the centre for garden waste. Fly tipping would bring the town down in its presentation to visitors and the community.
901	All our rubbish would have to go to landfill

	<b>Appendix C – A sample of views given in response to Q8 reasons/logic for one site to stay open as opposed to another.</b>
--	--



885	The site I use is a short distance away - I could not afford to travel to another site.
886	All the sites should stay open to ensure people recycle all that they can. Driving 30 miles to recycle something negates the effect of recycling.
887	There has already been fly tipping near where I live because someone was asked to sort their rubbish. If it is made harder such incidences will increase.
888	It is close and easy to take items that fit in a small car. A site further away is ok if you have a large vehicle but a small vehicle requires more visits.
889	Where else would we be able to go to recycle our unwanted items.
890	You say HTR budget will have to find savings. There are other departments. Highways is already not as it was - it used to be top in Wales for maintenance of the roads but has slipped badly in recent years. Ystradgynlais was opened as it was too expensive to use Ty Canol which is a private tip. Brecon is also private so how much cost is involved there?
891	Proximity is the main reason otherwise it will nigh on impossible. Do you really think people from Ystradgynlais will travel up to Brecon to deposit waste?
892	Proximity to house. Powys is a large county - too far to travel to another site. Waste of money investing in the site initially - should be used since money has been invested.
894	It's kept clean and tidy, courteous staff. It's the only one round here. It will help keep Powys clean - otherwise people will start fly tipping as Brecon is too far to go.
895	Brecon is the main town and people travel in for shopping etc. therefore it is the logical one to keep. Ystradgynlais is not a main shopping/visiting area for Brecon people.
896	I am not qualified to speak of other sites as the one in Brecon is the only one I use which is why I choose Option 1 so at least everyone has an equal opportunity to recycle.
897	Brecon site was brought from a private operator who appeared to be operating viably - they had successful shop area that was very popular and reduced landfill.
898	No one in Ystradgynlais will travel to Brecon to dispose of waste what so ever. This area is neglected by Llandrindod as it is. Try spending a little more money down here and we might have a bit more respect for our environment. Our centre is busy all the time if closed an environmental disaster will happen with fly tipping.
899	We need to look after our environment (the earth) as above the distances are too far between sites - all sites should remain open and reduced hours I think would be an alternative to closure - I believe fly tipping would occur and clean up more expensive.
900	If Brecon is more central it makes sense to keep it open. Convenient. No fly tipping.

901	Brecon site is right on my doorstep - it serves our needs perfectly - glass, paper, card, plastics and cans and personal needs, rubble, household and garden. The other sites are too far away making a visit costly and time consuming. I already pay a licence and don't think you should restrict use for commercial vehicles.
902	I am a regular visitor to the site in Ystradgynlais. It's only been open around 18 months - how much did it cost to open? Money spent now you talk of closing it. Money wasted and more money will be spent on clearing fly tipping.
903	We live close to the Ystradgynlais site. We would not travel as far as Brecon to recycle - even if we were prepared to give the time to do this it is hardly "green" to use fuel to travel to a recycling site. I would not be able to carry my gardening bags up the steps at Brecon as I struggle to life weights.
904	If the Brecon site should close I fear many people will be tempted to dump things incorrectly try to use Abergavenny and fly tip. Think very carefully about how far it is reasonable to expect people to travel to get rid of rubbish. Don't forget those who cannot drive.

## Appendix 2 – Example Opening Programme

### Example 1

	M	T	W	T	F	S	S
WELSHPOOL	09.00-17.00		09.00-17.00			09.00-17.00	
NEWTOWN		09.00-17.00			09.00-17.00		10.00-16.00
LLANDOD				10.00-16.00	10.00-16.00	10.00-16.00	
BRECON		09.00-17.00			09.00-17.00	09.00-17.00	
LOWER CT	09.00-17.00		09.00-17.00				10.00-16.00
North Open	1	1	1	0	1	1	1
South Open	1	1	1	0	1	1	1
Mid Open	0	0	0	1	1	1	0
Total Open	2	2	2	1	3	3	2

### Example 2

	M	T	W	T	F	S	S
WELSHPOOL				09.00-17.00	09.00-17.00	09.00-17.00	
NEWTOWN	09.00-17.00	09.00-17.00					10.00-16.00
LLANDOD			10.00-16.00		10.00-16.00	10.00-16.00	
BRECON		09.00-17.00			09.00-17.00		10.00-16.00
LOWER CT	09.00-17.00			09.00-17.00		09.00-17.00	
North Open	1	1	0	1	1	1	1
South Open	1	1	0	1	1	1	1
Mid Open	0	0	1	0	1	1	0
Total Open	2	2	1	2	3	3	2

This page is intentionally left blank

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



This **Impact Assessment (IA)** toolkit incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.**

<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		Household Waste Recycling Centre (HWRC) Review					
<b>Outline Summary</b>							
<p>There is a saving of £700k proposed in the Medium Term Financial Strategy (MTFS) to close two of the five sites. This would leave one site in each shire. A consultation was carried out during November 2016 which demonstrated considerable opposition with this proposal. As a result additional funding has been provided which has left a shortfall of £200k still to find. The proposal to achieve this is as follows:</p> <ul style="list-style-type: none"> <li>- To reduce the opening days at all sites to three days per week including one weekend day and ensuring there is a site available on each day of the week</li> <li>- To install compaction equipment where possible at the sites</li> <li>- To increase the cost of a trade recycling permit from £150 to £200</li> <li>- To restrict the use of commercial vehicles and large trailers on sites to those with a current trade recycling permit</li> </ul>							

Page 877

Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	06/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service reduced and public who use commercial vehicles will be restricted	Poor	Service users informed of days of opening and restrictions in place and diverted to alternative sites when local site not open	Neutral	Monitoring of sites

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



<b>Supporting people in the community</b>	Service reduced	Poor	Service users informed of days of opening and diverted to alternative sites when local site not open	Neutral	Monitoring of sites
<b>Developing the economy</b>	There will be a small increase in the charge for a commercial waste permit although this still represents good value for money	Poor	Commercial operators will be communicated with an alternative options	Neutral	Monitoring of take-up of service
<b>Learning</b>	N/A	Choose an item.		Choose an item.	

Final

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Neutral	Monitoring of sites
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Very Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Poor	Monitoring of sites

Page 879

Final

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 880

<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	N/A	Choose an item.		Choose an item.	
<i>Treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.		Choose an item.	
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.	
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.	
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	With sites open on limited days, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required.	Neutral	Public consultation
<i>Disability</i>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required.	Neutral	Public consultation
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.	
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.	
<i>Race</i>	N/A	Choose an item.		Choose an item.	
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.	
<i>Sex</i>	N/A	Choose an item.		Choose an item.	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Sexual Orientation	N/A	Choose an item.	Choose an item.
Pregnancy and Maternity	N/A	Choose an item.	Choose an item.

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Neutral	Public consultation
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Need to work with existing contractors to maximise savings and minimise disruption	Neutral	N/A	Choose an item.	
<b>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. <b>Communication and Engagement</b>	N/A	Choose an item.		Choose an item.	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Very Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Poor	Public consultation

Page 881

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Page 882

<b>Integration:</b> 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.	N/A	Choose an item.	Choose an item.	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.	Choose an item.	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.	Choose an item.	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	N/A	Choose an item.	Choose an item.	
<b>Impact on Workforce</b>		Choose an item.	Choose an item.	

Final

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	High	High

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Recycling rate likely to reduce if sites are less accessible – risk of being fined by Welsh Government for failing to reach statutory targets			
Flytipping may increase if residents are not prepared to travel to recycle/dispose of their waste although experience elsewhere would suggest that this will be minimal.			
Use of Community Recycling (bring) Sites is likely to increase resulting in additional requirement to service.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Mitigating Actions	Residual Risk
Awareness raising to encourage residents to use alternatives available	Medium
Enforcement Action if there is illegal tipping of waste	Medium
Increase servicing of Community Recycling Sites	Medium
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>	
If flytipping does increase there will be an additional cost for clearing and disposing of this waste. There is likely to be a pressure on the servicing requirements of the Community Recycling Sites.	

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The initial impact on residents will be high but this will reduce once the public are used to the new arrangements. As all sites are affected but none closing there will not be one sector of the community that is unfairly effected.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

Page 883

What additional evidence and data has informed the development of your proposal?
A full public consultation has been carried out to inform the proposal.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Use of sites will be monitored in terms of tonnage throughput and number of users at particular times
Please state when this Impact Assessment will be reviewed.
September 2017

### 10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr John Powell		

**FORM ENDS**

Final

**CYNGOR SIR POWYS COUNTY COUNCIL.**

**CABINET**

**07 February 2017**

**REPORT AUTHOR: County Councillor Wynne Jones  
Portfolio Holder for Finance**

**SUBJECT: Living Wage Rate Increase**

---

**REPORT FOR: Decision**

---

## **1. Summary**

- 1.1** The Living Wage Foundation rate was adopted by Powys County Council with effect from 1 April 2015. The Living Wage Foundation rate is independently-calculated based on the cost of living in the UK. The Foundation meets annually (late autumn) to review and set a revised rate. Organisations who are accredited to the Living Wage Foundation are obliged to increase their living wage rate annually to comply with the rate set by the foundation. Powys County Council opted not to apply for accreditation therefore retaining its own discretion on applying the annual increase.
- 1.2** The decision on applying the increase is made by Cabinet. Following Cabinet's decision the Pay Policy Statement is updated to reflect the position and is subsequently presented to full Council. Potential changes are implemented from the 1<sup>st</sup> April each year in accordance with the Pay Policy Statement.
- 1.3** Following Powys County Councils decision to adopt the Living Wage Foundation rate, a new 'National Living Wage' was outlined by the Chancellor in the Autumn Statement of 2015. The new National Living Wage became effective from 1 April 2016. As a result, there are now three lower pay level benchmarks, two of which are statutory:-
- The **Living Wage Foundation (LWF)** rate is an informal benchmark, not a legally enforceable minimum level of pay. The rate is currently £8.45 per hour. The rate was announced by the Living Wage Foundation on 31 October 2016. (*Powys County Council currently pay £8.25 per hour, which was effective from 1 April 2016*).

- The **National Minimum Wage (NMW)** is the compulsory minimum level of pay set by the business secretary each year, on the advice of the Low Pay Commission. It currently stands at £6.95 per hour for adults aged 21 to 24, and £5.55 per hour for those aged 18 to 20. From 1 April 2017, those statutory minimum rates will increase to £7.05 per hour and £5.60 per hour respectively.
- The new compulsory **National Living Wage (NLW)** came into force from April 2016. It is paid to workers aged 25 and above. It was initially set at £7.20 an hour and is intended to exceed £9.00 per hour by 2020. The minimum rate effective from 1<sup>st</sup> April 2017 will be increasing to £7.50 per hour.

## **2. Proposal**

- 2.1** That the Council determines whether to increase the Living Wage Foundation rate from the current £8.25 per hour to £8.45 per hour effective from the 1 April 2017 based on the information contained within points 2.2 to 2.4 below;
- 2.2** Based on pay records following the December payroll run, the annual cost of increasing the Living Wage Foundation rate from the 1 April 2017 would be approximately £ 139k (per annum). This figure includes on-costs for Employers Pension and National Insurance Contributions. The cost is approximate as some of the positions relate to staff who submit timesheets for payment, where there can be fluctuations in hours. The calculation is therefore based on an average of the previous eight weeks or two months claims for these types of positions. A service area breakdown of costs is contained within (Appendix 1)
- 2.3** From 1 April 2016, the current Living Wage Foundation level adopted (£8.25) resulted in NJC spinal column points 6-12 inclusive being uplifted accordingly. An increase to the new Living Wage Foundation rate of £8.45 will ensure that the Council maintains this uplift to the lowest paid employees remunerated at spinal column points 6-12 inclusive.
- 2.4** The Chancellor in his 2015 Autumn Budget Statement set out his intention to introduce a 'National Living Wage' from 1<sup>st</sup> April 2016, starting at £7.20 per hour and exceeding the £9 per hour level by 2020. Significantly no indication of the value of incremental progression to the proposed 2020 level has been made available, however the rate from 1 April 2017 has been announced at £7.50 per hour, an increase of 30p per hour. Based on this it is proposed that Cabinet will continue to determine annually whether or not to increase the Living Wage Foundation rate. In the event of the Living Wage Foundation rate being incrementally applied by the Council and exceeding £9.00 per hour prior to 2020, no further increases will be applied by the Authority until the National Living Wage level is reached by Westminster. This will ensure that from 2020 onwards the Council will align to the National Living Wage rate.

### **3. Powys Change Plan**

- 3.1** The proposal to increase the Living Wage links into the wellbeing of the residents of Powys is the best that it can be and that their quality of life is improved, in this instance by aiding their financial wellbeing.

### **4. Options Considered/Available**

- 4.1 Option 1 –** Increase to the Living Wage Foundation level from £8.25 per hour to £8.45 per hour effective from 1 April 2017.
- 4.2 Option 2 -** Retain the existing 'Powys' living wage level of £8.25 per hour until this is overtaken by the National Living Wage level.

### **5. Preferred Choice and Reasons**

- 5.1** To approve Option 1 and Increase the Living Wage Foundation level from £8.25 per hour to £8.45 per hour effective from 1 April 2017.

To continue with the commitment to address low pay for council employees, assist in tackling potential poverty, assist towards reducing income inequality and deliver benefits to the staff, employer and Community, whilst mitigating financial risk by integrating the level of National Living Wage up to 2020. This will retain the discretionary decision making on Powys Pay Scale levels.

### **6. Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

- 6.1** Equalities: The proposal will contribute towards what is considered to be the root cause of most issues of inequality – low pay. It will also contribute indirectly towards the Council's Strategic Equality Plan 2016-2020 which specifically targets assisting people on low income as well as the gender pay gap.

### **7. Children and Young People's Impact Statement - Safeguarding and Wellbeing**

## **8. Local Member(s)**

**8.1** This applies across the geographical areas of the council.

## **9. Other Front Line Services**

### **9.1 School Service:**

*The Senior Manager: "Central Services provides the following comment on behalf of schools service. The schools service supports the proposal to increase in the minimum hourly rate paid to staff in line with the living wage foundation rates. The service requires confirmation that funding will be provided through the budget to meet the above inflationary increases through both direct pay costs and the increased recharge to the service that will be applied as a result of the impact on the direct pay costs on the cleaning and catering services.*

*The implementation of the living wage foundation salary rates has eroded the pay differentials agreed under the job evaluation process with all posts evaluated on grades 1 - 3 being paid either the proposed rate or £8.55 per hour (top of grade 3). With schools now being responsible for the direct employment of cleaning staff there is evidence emerging that schools and the central service are encountering problems in attracting applications for the higher graded posts in the service area due to the erosion of the pay differential.*

*As the living wage foundation hourly rate will be above the rate required for a full time employee to be entitled to qualify for free school meals, the implementation of the rate may impact on the numbers eligible for FSM which would consequently impact on the funding received through the RSG and other funding streams in respect of FSM."*

### **9.2 Housing Service:**

*Head of Service: "Happy to support the increase to the current Living Wage Foundation rate."*

### **9.3 Leisure & Recreation:**

**9.3.1** *Head of Service: "The report is absent in its referencing of how the increased staff costs will be paid for. It is assumed that the additional costs will be borne corporately. For service such as Catering and Cleaning, the cost implications would be very significant if the services had to fund this directly, and would place a considerable additional burden upon them, with implications for parents and customers. I would ask that the report make the funding clear and that this is*



*reflected in the associated Impact Assessment, also not provided for review with this report.”*

**9.3.2** Senior Manager C&C: *“Our concern is with many of our staff on grades 2, 3 and 4 and the narrowing of the gap in hourly rate, we will struggle to attract caretakers and assistant cooks on grade 4. This was an issue pre Job Evaluation, where it was difficult to fill the posts with these responsibilities.”*

**9.4 Adult Services:**  
No comments received.

**9.5 Regeneration, Property & Commissioning:**  
No comments received.

## **10. Support Services (Legal, Finance, HR, ICT, Business Services)**

**10.1 Legal:**  
The recommendation can be supported from a legal point of view.

**10.2 Finance:**  
The budget for 2017/18 includes funding for the NLW, both the cost of internal demands, and the potential inflationary cost from external providers and suppliers. Thus the recommendation in this report can be supported and funding will be delegated to all service areas as necessary to cover the additional costs next year.

## **11. Public Service Board/Partnerships/Stakeholders etc**

Not Applicable

## **12. Corporate Communications**

**12.1** The report is of considerable public interest and requires a news release/social media activity to communicate the decision.

### **13. Statutory Officers**

- 13.1** The Solicitor to the Council (Monitoring Officer) has commented as follows:  
“I note the legal comment and have nothing to add to the report”.
- 13.2** The Strategic Director Resources (S151 Officer) notes the comments made by finance.

### **14. Members’ Interests**

- 14.1** The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
To approve Option 1 and Increase the Living Wage Foundation Level from £8.25 per hour to £8.45 per hour effective from 1 April 2017.	To continue with the commitment to address low pay for council employees, assist in tackling potential poverty, assist towards reducing income inequality and deliver benefits to the staff, employer and Community, whilst mitigating financial risk by integrating the level of National Living wage up to 2020. This will retain the discretionary decision making on Powys Pay Scale levels.

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y</b>	<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	<b>All Members</b>
----------------------------------	--------------------

<b>Person(s) To Implement Decision:</b>	<b>Graham Evans</b>
<b>Date By When Decision To Be Implemented:</b>	<b>1 April 2017</b>

Contact Officer Name:	Tel:	Fax:	Email:
Graham Evans	01597 826609		graham.evans@powys.gov.uk

**Background Papers used to prepare Report:**

**APPENDIX 1**

Directorate	Service	Area	Estimated Increase (Gross Salary)	Total On-costs on Increase	Total Estimated Increase including On-costs	Total per Directorate	Total Positions
<b>CEO Function</b>	Corporate Legal & Democratic Services	Corporate Legal & Democratic	<b>992.44</b>	206.27	<b>1,198.71</b>	<b>1,198.71</b>	15
<b>Member Services</b>	Chauffeur		<b>182.35</b>	62.56	<b>244.91</b>	<b>244.91</b>	6
<b>People</b>	Adult Services	Social Care Delivery	<b>319.02</b>	54.85	<b>373.87</b>	<b>566.70</b>	10
	Housing	Landlord Services	<b>146.05</b>	46.78	<b>192.83</b>		2
<b>Place</b>	Leisure & Recreation	Catering Services	<b>26,462.06</b>	8,298.29	<b>34,760.35</b>	<b>59,405.02</b>	268
	Leisure & Recreation	Cleaning Services	<b>16,034.24</b>	4,679.81	<b>20,714.05</b>		216
	Leisure & Recreation	Libraries	<b>2,353.34</b>	732.06	<b>3,085.40</b>		36
	Regeneration Property & Commissioning	Regeneration and Corporate Property	<b>619.49</b>	225.73	<b>845.22</b>		5
<b>Schools &amp; Schools Service</b>	Schools	Primary Schools	<b>35,670.68</b>	11,404.35	<b>47,075.03</b>	<b>77,219.33</b>	737
	Schools	Secondary Schools	<b>20,885.81</b>	6,008.70	<b>26,894.51</b>		272
	Schools	Special Schools	<b>1,066.98</b>	367.20	<b>1,434.18</b>		9
	Schools	Through Schools	<b>1,403.09</b>	412.52	<b>1,815.61</b>		19
<b>Totals:</b>			<b>106,135.55</b>	<b>32,499.12</b>	<b>138,634.67</b>		<b>1,595</b>

(Total People = 1211)

This page is intentionally left blank

## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET EXECUTIVE

7<sup>th</sup> February 2017

**REPORT AUTHOR:** Councillor Arwel Jones, Portfolio Holder for Education

**SUBJECT:** Llanfyllin High School Whistleblowing Report

---

**REPORT FOR:** Recommendation

---

#### 1.0. Background

1.1. In late October 2016, the Council received a whistleblowing complaint about a number of matters concerning the governance of Llanfyllin High School. The Council and the Governing Body agreed that the concerns should be conducted by an independent person under the provisions of the school's and the council's Whistleblowing Policies. It was agreed that independent investigation should be carried out by Jonathan Walters, a Barrister and part-time Employment Tribunal Judge.

1.2. A copy of the investigation report by Jonathan Walters was received on Tuesday 31<sup>st</sup> January 2017 and a redacted copy of that report is attached as Appendix A.

#### 2.0 The Investigation Report

- 2.1. The methodology in the preparation of the report is set out in Section 4 of the Report on pages 8 – 10, but essentially some witnesses were interviewed and some were asked to comment in writing upon the whistleblowing allegations.
- 2.2. The Investigator has considered each of the 28 allegations made by the Whistle-blower and Members will see that 11 of the allegations was upheld by the Investigator and 17 of the allegations were not upheld by the Investigator.
- 2.3. Section 7 ( page 53) of the Investigator's report contains 11 recommendations and the purpose of this report is for Cabinet to consider what action, if any, should be taken upon receipt of the findings and recommendations in the report.
- 2.4. The Investigator's recommendations and the reasons for each recommendation are as follows:-

### **“RECOMMENDATION 1**

That the governing body establishes a committee with the sole purpose of analysing the academic results in order to better understand the reasons for poor performance and to address the same.

### **REASON**

I am not satisfied that any adequate attempt has been made to address the matters in order for the school to make progress in meeting its aims and objectives.

### **RECOMMENDATION 2**

That in so far as the finance policy is still not fit for purpose that immediate action is taken to remedy this.

### **REASON**

The school is in breach of the 2000 Regulations if a credible plan is not in place.

### **RECOMMENDATION 3**

That the governing body ensures that terms of reference are in place for all the committees it operates. The terms of reference need be no more onerous than those set out by Governors Wales.

### **RECOMMENDATION 4**

That terms of reference are devised for the chair and acting chair.

### **REASON**

I am concerned that transparency of action is maintained and that the chair/vice-chair of the governing body understand the parameters in which they must operate. Powers which are to be delegated should be made expressly clear and terms of reference are an essential part of that process. Too many informal ad hoc chats with head teachers leads to a misalignment and blurring of the roles and responsibilities of both the chair/vice-chair and head teacher.

## **RECOMMENDATION 5**

The minutes of meetings should include areas of disagreement and reasons for the same. They should include all papers and reports referred to and they should be appended.

### **REASON**

To comply with the 2005 Regulations and to ensure transparency of process.

## **RECOMMENDATION 6**

That the draft minutes of every meeting are circulated to all governors well in advance of the next meeting and certainly not less than seven days before the next meeting.

### **REASON**

It is important that the minutes of meetings are properly scrutinised and not rubber stamped.

## **RECOMMENDATION 7**

That the head teacher and the chair of governors should provide a written report to the governors meeting which should be circulated to all governors not less than 7 days before the date of the meeting at which the reports are to be considered. Where reports refer to data or are based upon the same then the data should also be provided at the same time. The reports should set out a full history of the actions of the chair and any interactions with the head teacher and vice versa (subject to any confidentiality issues).

### **REASON**

To allow for meaningful consideration and discussion, and to avoid a situation where facts are known to some but not all governors and to avoid unilateral and unaccountable actions.

## **RECOMMENDATION 8**

That the governing body makes immediate progress in identifying how it proposes to deliver a curriculum in the years ahead in order that realistic financial planning can occur.

## **REASON**

In light of the likely falling roll due to compliance with the council's Delegated Scheme for the Financing of Schools the school needs to ensure that it is not operating a deficit budget. Early planning is essential in order to avoid catastrophic consequences including compulsory redundancies.

## **RECOMMENDATION 9**

Governors should be provided with additional support by way of training in order to undertake their duties in accordance with legislation and good practice. This may involve 'shadowing' other governing bodies or governors in order to understand best practice.

## **REASON**

I am not convinced that all governors understand the predicament that the school is facing. This has occurred in part because of a longstanding failure to hold the SLT to account for performance. This is a failing of members of the governing body both collectively and individually.

## **RECOMMENDATION 10**

Governors should receive training on whistleblowing and the proper treatment of whistle-blowers.

## **REASON**

Some of those who have provided evidence have spoken in intemperate language about the perceived whistle-blower and the events leading to the complaint.

## **RECOMMENDATION 11**

On his return from his sabbatical the chair of governors should meet as soon as practicable with the acting head teacher and the council's education officers in order to ensure that there is a strategy in place to avoid the school entering into special measures.

## **REASON**



In my view the governing body was treading water during the autumn term of 2016 waiting for the return of Mr. Mayor as a governor. His month long sabbatical in January 2017 was most unfortunately timed. No doubt it was long planned. If it was then it should have been made clear to the other governors prior to the election in early December 2016 and not shared for the first time with the whole governing body on the 31<sup>st</sup> December 2016. In my judgment such conduct fell below the high standards I would ordinarily expect of Mr. Mayor. Another month has past, therefore, and in my judgment time is now of the essence for the school. It is essential that progress is made in addressing weaknesses and failings.”

### **3. Proposal**

- 3.1. In light of the concerns raised by the Investigator in the report particularly in relation to the Governing Body's failure to deal with the school's finances and falling educational standards within the school, I consider that the Governing Body require additional support to enable them to deal with these issues, and accordingly I recommend that the Council use its best endeavours to appoint up to 3 additional Governors to the Governing Body.
- 3.2. The school has been classified by Estyn as 'in need of significant improvement' and more than 10 days has elapsed since the Estyn Chief Inspector gave notification of such categorisation to the Local authority. As such, the Council is able to take appropriate action without the need to first send the Governing Body a warning letter. Sections 4 and 6 of the Schools Standards and Organisation ( Wales) Act 2013 allows the Council to appoint additional Governors to a Governing Body. In the circumstances described above, I recommend that up to 3 additional Governors should be appointed to provide additional support to the Governing Body.
- 3.3. I also recommend that Cabinet require the Governing Body to provide a written response and action plan setting out the measures which they intend to put in place to deal with all the recommendations in the Investigation Report ( save for recommendations 9 and 10 which are matters for the Council). I consider that the action plan is urgent and I therefore propose that the action plan should be made available and presented personally to me within 28 days.
- 3.4 If I consider the action plan does not adequately deal with the recommendations in the Investigation Report, I would intend to

bring a further report to Cabinet on the 14<sup>th</sup> March, (before the start of Purdah) so that Cabinet can consider what further action, if any, would be appropriate.

- 3.5. Numbered recommendations 9 and 10 in the Investigation Report require actions by the Council, and in the circumstances I would propose that the Cabinet require the Head of Schools to produce a written action plan and present it to me dealing with those recommendations within 28 days.

### **Local Member(s)**

In light of the short time available between the receipt of the report and the publication of the report it has not been possible to obtain the views of local Members prior to publication. In the circumstance Local Members who wish to comment may submit written comments which will be provided to Cabinet before the Report is considered. Alternatively, Local Members may wish to attend the Cabinet meeting and could indicate to the Leader before the start of the meeting that he/ she wishes to speak. Local Members may wish to submit a written comment and attend the meeting to speak.

### **Comments from Chair and Vice Chair of Governing Body**

On page 4 2.9 says that the exam results were 'a lot worse than anticipated'. This was only true for Maths. The statement to me suggests the poor results were spread across the curriculum.

At 2.11 it says Mr Mayor was reappointed. It should read [REDACTED].

At 6.7 e it was not true that we had at least 5 working days from when I was aware that we should have held an election. It was 4.  
I am concerned that the advice I was given was perhaps incorrect and I hope it will be made clear to the council's officer's that I was acting on best advice.

At 6.17 It is true that there had not been a curriculum meeting at the time of the complaint but this did not mean that matters weren't being addressed. In fact the first teachers twilight session of the year in early autumn was all about how to improve teaching and, work was being undertaken to compare the performance of different members of staff and how those who were performing less well could be supported. The school was also working closely with ERW and PCCI. I had accompanied the head and deputy head to an improvement board meeting and they had gone straight back to school to implement suggested changes. They were also monitoring closely the Post Inspection Action Plan. More information would have been reported back to governors sooner if we hadn't got so tied up in process.

At 6.26 Mr Walters does not seem to have taken into account that nobody seemed to know how the new e-Fins system was going to work. I believe

Llanfyllin was the first school in Powys to introduce it and the process was unclear.

At 6.27 b. This is very unfair. The [REDACTED] did nothing to hide the results and was quite open about the fact that they were poorer than expected. There was no unwillingness to engage with the governing body, but the governing body was struggling with the lack of a clerk and an acting chair which was why we hadn't had a full meeting earlier in the academic year. It was also untrue that the governing body thought it could 'tread water' but for the same reasons we were struggling to move forward. This was very much exacerbated in my view by the constant questioning and criticism of [REDACTED] [REDACTED] who made it almost impossible to move forward as we were unable to take a sensible pragmatic (and legal) approach to progress. The head teacher was already showing signs of ill health and needed support. I hope the council takes this into account.

There are a number of occasions when the WB has made allegations which I don't not believe to be true , however the specific detail hasn't been investigated because it doesn't change the outcome of the finding. This is all well and good except that an outsider reading the report would infer that I have said or done things that I haven't. An example of this is on page 21 at the end of para c. There was one aspect of the TOR for vice chair that I contested which was that 'live' action points had to be taken using a laptop or tablet and projected onto a screen during the meeting. I did not contest the TOR for chair and certainly not that the chair should report back to the Governing Body if there was something to report. I did, in advance of one of the meetings say that I had nothing to report that wouldn't be picked up elsewhere on the agenda.

Another example at 6.9 g where the [REDACTED] said that the 'excuse' for not updating the finance policy was that the [REDACTED] did not know how the e-fins system worked. It was my understanding that he and [REDACTED] had sought advice and no-one knew how it would work in schools as ours was the first to start to use it.

And at 6.14 k [REDACTED] did not replace his PA with a new member of staff as this suggests but gave an existing member of staff SOME of the duties previously carried out by his PA.

On Page 30, under Allegation 2 at a. the WB demonstrated a lack of understanding of what had been done within school. The English results for instance had been tackled the previous year and the curriculum committee had discussed the results and what could be done to improve them. Staffing had been a particular problem for the English department with the head of English off sick for some considerable period of time but since that member of staff has moved on the department has been working hard to improve results and provide pupils with additional help where needed.

When it comes to the recommendations

1. I believe this is the role of the curriculum committee and indeed we met on the 19th Jan and discussed what was being done to ensure the Maths and English results were improved and the reasons for the dip in performance. (This was discussed last year for English when the results were poor, they are better this year). It should also be noted that as a result of the work that has already been done the Nov exam results were much improved.
2. Work has already been done on this.
3. Done
4. The existing ones just need to be simplified. TOR's will be adopted at the next full governing board meeting
5. Areas of disagreement are currently included but there is still a discrepancy about the advice from Governors Wales on the detail of minutes required and that of Mr Walters. Currently we are keeping more detailed minutes. I still feel uncomfortable attaching the paper [REDACTED] presented about [REDACTED].
6. Now we have a clerk in place this is happening. The last lot of minutes for full governors were circulated within a week following the meeting being held.
7. I debate this. I think it depends what they have to report, especially if it is covered elsewhere on the agenda. It is our current practice that both the chair and head give a verbal report on any meetings they have had with each other or with outside agencies that have any bearing on the governance of the school in order for full transparency and discussion by the full GB if needed
8. The governing body is addressing this but there have not been staff available to provide governors with the information necessary to do this. We hope this will be resolved imminently with a temporary change to the structure of the senior management team. A joint finance and curriculum meeting was agreed at last week's governors meeting. furthermore due to the uncertainty of future school numbers brought about by the implementation of Reg 5.2 it will be very difficult to model the financial implications on the school. we will do our best but until the full impact of implementing Reg 5.2 is known a robust financial plan outlining how we can deliver a dual stream curriculum over the next few years within budget will be extremely difficult.
9. Accept this but I believe governors are well aware of the seriousness of the situation. we welcome whatever support the LEA can give to further equip the GB but we need to be mindful that all though fully committed to their role all governors volunteer for this roe and many are professional people making many sacrifices ton their time to fulfil this role..
10. I can't comment. this would be welcomed and I suggest that an officer attends aa GB meeting to conduct such training

11. I think we are already working hard to achieve this and this work has continued in the chair's absence. This recommendation suggests that we haven't been making progress in Darren's absence and this simply isn't true, although of course we will be glad to have him back. whilst away on sabbatical - which was not "long planned" - the GB was not treading water in my opinion. before the end of the Autumn term I ensured that a full program of meetings were planned for January ensuring that many issues were discussed and action taken to ensure that the school moved forward. on my return I am confident that the school has moved forward.

In putting together the report to the council I hope that perhaps there will be some recognition of the problems that the governing body was facing at the time of the complaint, with an acting chair, a head teacher who was suffering from ill health and needed support, no clerk at the start of the year and as mentioned above a member of the governing body whose constant questioning of process and procedure made it impossible to function effectively.

#### **Other Front Line Services**

N/A

#### **Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

Legal – The recommendations can be supported from a legal point of view.

#### **Local Service Board/Partnerships/Stakeholders etc**

N/A

#### **Corporate Communications**

#### **Statutory Officers**

The Solicitor to the Council (Monitoring Officer) has commented as follows: " I note the legal comment and have nothing to add to the report

Strategic Director – Resources (Section 151 Officer) comments will be given at the meeting.

#### **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>1) That the Portfolio holder for Education is granted delegated authority to use his best endeavours to appoint up to an additional 3 Governors to the Governing Body of Llanfyllin High School.</p> <p>2) That the Governing Body of Llanfyllin high School is required to provide a written action plan dealing with the numbered recommendations 1 to 8 ( inclusive) and 11 in the Investigators Report and present the Action Plan to the Portfolio holder for Education within 28 days.</p> <p>3) That the Head of Schools Service is required to produce an Action plan to deal with numbered recommendations 9 and 10 of the Investigation Report within 28 days.</p> <p>4) In the event that the Portfolio Holder for Education is not satisfied with either of the action plans referred to in 2 and 3 above, that the Portfolio Holder brings a further report to Cabinet on the 14<sup>th</sup> March 2017 to enable Cabinet to consider what, if any, further action is required.</p>	<p>To provide additional support to the Governing Body</p> <p>To ensure that the recommendations in the Investigation Report are properly dealt with</p> <p>To ensure that the recommendations in the Investigation Report are properly dealt with</p> <p>To ensure that the recommendations in the Investigation Report are properly dealt with</p>

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	Cllrs Arwel Jones; Barry Thomas; Peter Lewis; Aled Davies; Gwynfor Thomas; Darren Mayor
---------------------------	---

Person(s) To Implement Decision:	Head of Schools
Date By When Decision To Be Implemented:	As soon as possible

Contact Officer Name:	Tel:	Fax:	Email:
Clive Pinney	01597 826746		clive.pinney@powys.gov.uk

**Background Papers used to prepare Report:**

**Confidential Background Papers - containing a file of witness evidence collected by the Investigator ( with the exception of evidence from the Whistleblower whose identity must remain protected)**

This page is intentionally left blank



# C28- 2017

## CYNGOR SIR POWYS COUNTY COUNCIL.

Cabinet  
7 February 2017

**REPORT AUTHOR:** County Councillor Wynne Jones  
Portfolio Holder for Performance

**SUBJECT:** Strategic Overview Board Quarter 2 2016-17 – Summary Report

---

**REPORT FOR:** Information

---

**1. Strategic Overview Board Quarter 2 2016-17 – Summary for Cabinet**

- 1.1 The appended minutes give a comprehensive overview of the content of the meeting.

Detailed below are the specific reports that were requested at the meeting to be brought to Informal Cabinet/Cabinet and items that Priority Leads / Heads of Service need to be aware of in terms of reporting for December.

**2. Requested Reports to take to Informal Cabinet/Cabinet**

- 2.1 To improve outcomes in Key Stage 4 (Amber):  
This had been downgraded to amber because of the variation of performance between schools. The secondary school strategy would be looked at again in January as would the support available to schools from Erw. An update would be provided at the next meeting and report on standards taken to Cabinet on 7 February.  
Action: **Head of Schools**

Recover cost of services through generating income of £1.6 million (Red): £244k off target.

There had been no interest from companies in advertising on council vehicles (£50k). The £70k recharge to Schools for recycling had not been realised as they had procured the service elsewhere. SOB noted the need for urgent action to make up the shortfall and asked for a report.

Action: **Strategic Director - Resources**

**3. Items that Priority Leads / Heads of Service need to be aware of in terms of reporting before or at SOB in March.**

- 3.1 Single Point of Access (Amber):

Work was progressing but SOB noted that some people were still spending a long time on hold when they phoned. SOB asked for an update to be emailed to Cabinet members.

Action: **Head of Transformation for Adult Services**

Community Regeneration Fund (Green):

Details of the spend to be emailed to members.

Action: **Strategic Director Place**

Restructure the Looked After Children Co-ordinator Service (Amber):

This had been downgraded from green because it had not been possible to recruit to two posts below the LAC Manager. These posts had been re-advertised and SOB asked for an update to the next meeting.

Action: **Head of Childrens Services**

Establish a model where children's services are delivered locally with an emphasis on early intervention and prevention (Amber):

Downgraded from Green. SOB asked for a briefing to be emailed to them.

Action: **Head of Childrens Services**

Undertake a review of residential/respite care for children with a disability at Bannau / Camlas to provide the service more efficiently (Amber):

SOB asked for a briefing to be emailed to them.

Action: **Head of Childrens Services**

Regulatory Recommendation Tracker:

For future reports SOB asked for details of when reports were due.

Action: **Senior Performance Management Officer**

Recommendation:	Reason for Recommendation:
That Cabinet receive the Strategic Overview Board Quarter 2 2016-17 – Summary Report.	To ensure effective evaluation and challenge relating to performance against agreed priorities and Objectives.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y
Relevant Local Member(s):			
Person(s) To Implement Decision:			
Date By When Decision To Be Implemented:			

Contact Officer Name:	Tel:	Fax:	Email:
Garry Hudson	01597 826109		garry.hudson@powys.gov.uk

**MINUTES OF A MEETING OF THE STRATEGIC OVERVIEW BOARD HELD AT  
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON  
TUESDAY, 13 DECEMBER 2016**

PRESENT

County Councillor W T Jones (Chair)

County Councillors R G Brown, J H Brunt, M R Harris, S M Hayes, E A Jones,  
W J T Powell, W B Thomas and E A York

In attendance County Councillors KW Curry and DR Jones  
David Powell Strategic Director Resources, Paul Griffiths Strategic Director Place,  
Dylan Owen Head of Transformation for Adult Services for item 5.1, Ian Roberts Head  
of Schools for item 5.3, Garry Hudson Senior Performance Management Officer, Clive  
Pinney Solicitor to the Council, Mark McIntyre Account Manager People, Caroline  
Evans for item 1.

<b>1.</b>	<b>RISK REGISTER</b>
-----------	----------------------

The Chair changed the running order of the agenda to take the report on the Risk Register next.

Two risks had increased:

RPC2 – the Council had lost an appeal in respect of liability for a closed landfill site. Permission to appeal had been granted by the trial judge.

RPC12 County Farms - £1m urgent health and safety works identified on the County Farms Estate.

Two risks had decreased:

RPC6 – Failure to adopt the LDP. The LDP was about to enter the examination stage of the process with the Inspector's approval.

LC1 – the Council had been prosecuted for a health and safety incident in a leisure centre, although the judge had been happy with the procedures the Council had since put in place.

CR7 new members on the Pensions and Investment Committee. This had been identified as a new risk in view of the number of experienced members of the committee who would not be standing for election. This would be addressed through training.

<b>2.</b>	<b>APOLOGIES</b>
-----------	------------------

There were no apologies for absence.

The Chair welcomed Chairs of the Scrutiny Committees as observers.

### 3. MINUTES

Subject to the inclusion of Councillor Barry Thomas and the Strategic Director Place to the list of those present, the Chair was authorised to sign the minutes of the last meeting held on 18<sup>th</sup> October 2016 as a correct record.

### 4. MATTERS ARISING

There were no matters arising that were not covered elsewhere on the agenda.

### 5. CORPORATE IMPROVEMENT PLAN TRACKER

SOB considered the Corporate Improvement Tracker.

#### 5.1. Support in the Community

Single Point of Access (**Amber**): work was progressing but SOB noted that some people were still spending a long time on hold when they phoned. SPB asked for an update to be emailed to Cabinet members.

Provide seamless and co-ordinated working across health and adult social care (**Amber**): The amber rating reflected progress on integration with PTHB to date.

Develop and implement the joint health and social care commissioning strategies (**Amber**): A number of joint commissioning strategies were already in place so this was moving to green.

Deliver improvements for safeguarding adults (**Amber**): An officer was in post so this was moving to green.

Deliver additional sites for Gypsies and Travellers (**Amber**): Work was continuing to identify sites. 3 more pitches would be developed in Brecon with Welsh Government funding and the site in Welshpool was being extended. A possible site had been identified in Machynlleth and the Town Council was being consulted. SOB noted that the identification of sites was essential to the LDP.

Ensure compliance with the Government's welfare reform agenda (**Green**): SOB was advised that the average loss per household was £2,000, with some losing up to £6,000. The service was working with stakeholders.

Implement Welsh Community Care Information System (**Amber**): Implementation had been delayed due to problems with governance and data protection. This was a nationwide issue and not a problem of the Council's making.

Flood Alleviation Schemes (**Amber**): Welsh Government funding had been secured and the Council was consulting on schemes.

Older Persons Dwellings & Level Access Bungalows (**Amber**): Funds had not been spent yet.

## 5.2. Developing the Economy

Improve the supply of affordable and suitable housing (**Amber**): SOB was advised that there was a lot of work going on. STAMP workshops had been held and land in Council ownership identified. Council had also applied to suspend the right to buy council houses.

SOB noted the problems caused by not having an LDP in place with the Planning Committee being forced to approve applications for housing outside development areas because of the requirement to meet the 5 year land supply. The Portfolio Holder for Regeneration and Planning explained that many Welsh local authorities were in the same position and that they were lobbying Welsh Government.

Encourage and facilitate the skilling of young people and young adults (**Amber**): A number of careers events promoting engineering had been held and there had been good feedback from them.

Provide a transport system that helps to keep people mobile and connected (**Amber**): This had moved from green to amber as services reduced with budget cuts. The mobile phone app needed further development.

Housing Capital Strategy (**Amber**): This was amber because the service was waiting for Welsh Government approval of the Council's application to suspend the right to buy.

Local Development Strategy (**Green**): SOB agreed that this should be changed to **Amber** because of the issue of search areas.

Implement the council's Key Infrastructure Capital Programme (**Amber**): Amber because of limitation on the funds available.

Review workshop portfolio so that they provide an income from 2017/18 onwards (**Amber**): the workshops were 98% occupied and providing an income.

Brecon Cultural Hub (**Red**): This was being considered by Cabinet on 20 December.

Regeneration Fund (**Green** from **Amber**): funds were being spent in line with the plan.

Community Regeneration Fund (**Green**): The Strategic Director Place agreed to email members details of the spend.

## 5.3. Learning

All children and young people are supported to achieve their full potential (**Amber**): The inclusion of "all" in the aim meant that this was always going to be amber. Performance varied between school sectors with primary schools generally good and secondary schools adequate. The Schools transformation policy was contributing to instability in schools with headteachers not staying in post. Generally standards were going up, but had fallen in two schools, and

progress varied between schools. Powys remained in the top 5 in terms of school performance in Wales.

Restructure the Looked After Children Co-ordinator Service (Amber): This had been downgraded from green because it had not been possible to recruit to two posts below the LAC Manager. These posts had been re-advertised and SOB asked for an update to the next meeting.

Manage major scheme development of 21st Century schools in Gwernyfed primary schools, Brecon learning campus, Welshpool and Bro Hyddgen (Amber): This had been downgraded to amber until completion of schemes. The Gwernyfed application had been deferred by the Brecon Beacons National Park Authority but officers remained confident that the scheme would get planning approval. Keeping the schemes within budget remained a challenge.

To improve outcomes in Key Stage 4 (Amber): This had been downgraded to amber because of the variation of performance between schools. The secondary school strategy would be looked at again in January as would the support available to schools from Erw. An update would be provided at the next meeting and report on standards taken to Cabinet on 7 February.

To improve the quality of leadership (at all levels), including governors, across our schools with a specific focus on secondary schools (Amber): The Head of Schools advised that the categorisation of schools exercise would be completed by quarter 3. He reported difficulty in recruiting head teachers with 15 schools with acting or seconded heads. Uncertainty over school modernisation was a contributory factor. He also advised that online training was being developed for governors and that training would be arranged for newly elected councillors after May 2017.

To realise efficiencies of £265k as identified in the MTFP (Amber): This had been downgraded from green in the face of significant opposition to proposals from elected members. There would be £40k slippage because a proposed reduction in hours of learning assistants would not be achieved. This amount would be found from savings in another budget for this year. The Head of Service reported that some officers had come under considerable pressure from elected members opposing proposed savings. If officers felt that pressure on this or any other service overstepped the mark and felt they were being bullied then this should be reported to the Portfolio Holder, Head of Service and Monitoring Officer.

To progress implementation of restructuring secondary education in North Powys following Cabinet decision in respect of Welsh medium education (Amber): This had been downgraded from green. An officer workshop would be held in the New Year to consider how to take this forward.

Deliver school budgets within the schools funding formula and Statement of Intent principles (Amber): The number of schools with projected deficits was rising. Cabinet would be considering a report on 20 December.

To progress the raising of admission age to schools to the beginning of the academic year after a child reaches his/her fourth birthday (Amber): This had been downgraded from green. The Service was working to implement the Cabinet decision and had gone out to tender. Until the tender process concluded

and there was certainty that there was capacity in the settings the evaluation would be amber.

Establish an internal supply insurance pool on a stop loss insurance basis (Amber): work was continuing with Pembrokeshire County Council. There had been some slippage in quarter 2 but the project was back on track again.

Brecon School Campus (Amber): Welsh Government had approved the outline business case so this would move to green.

Cashless system for schools (Green): this project was proceeding in line with the timetable.

#### 5.4. Services Delivered for Less

Improve our strategic planning and performance improvement processes (Amber): This would be reassessed after the Strategic Director Resources met Wales Audit Office.

Remodel the Adult Social Care service so that it can deliver effectively within available resources (Red): this was red because of the financial position of the service which was being addressed.

Establish a model where services are delivered locally with an emphasis on early intervention and prevention (Amber): downgraded from Green. SOB asked for a briefing to be emailed to them.

Undertake a review of residential/respite care for children with a disability at Bannau / Camlas to provide the service more efficiently (Amber): SOB asked for a briefing to be emailed to them.

Establish a local asset backed vehicle (LABV) focusing on Brecon and Welshpool to generate capital receipts from property holdings (Amber): upgraded from Red. Report to Cabinet on 20 December.

Remodel the Library Service so that it can deliver effectively within available resources and release efficiencies of £250k (Amber): The project was still on track to deliver savings.

Meet statutory provision of rights of way and countryside access (Amber): This would always be amber because there would never be sufficient resources to meet the commitment.

Transfer outdoor recreation and play provision to communities who wish to take on these local services. If not, seek full cost recovery or sell assets (Amber): work was ongoing.

Achieve the Welsh Government's recycling targets to reduce the impact on the environment and avoid fines (Amber): The service was on track to meet targets but there was a risk associated with closing HWRC sites.

Meeting the targets of the Medium Term Financial Strategy so that we can deliver effectively within available resources (£5.956 million) (Red): because of the current forecast deficit which was being addressed in the budget recovery plan.

Reduce the number of IT systems in use and achieve improved functionality and value from our investment in digital technology through a corporate hub and joined-up systems (Amber): downgraded from green. The number of systems in use by the Council had been reduced from 170 in December 2015 to 146 in September 2016 but the rate of reduction had now slowed.

Implement effective business intelligence, providing data insight to support our decision making (Amber): the sickness absence dashboard was being rolled out to line managers. Wales Audit Office had made positive comments about the council's business intelligence support.

Oversee income generation and cost improvement opportunities through the establishment of the Income and Cost Improvement Board and supporting challenge events (Amber): the Board would be reorganised in 2017 to make it smaller with more regular meetings and to provide more of a challenge.

Recover cost of services through generating income of £1.6 million (Red): £244k off target. There had been no interest from companies in advertising on council vehicles (£50k). The £70k recharge to Schools for recycling had not been realised as they had procured the service elsewhere. SOB noted the need for urgent action to make up the shortfall and asked for a report. Targets for Legal fees and Internal Audit savings would be achieved.

RESOLVED	Reason for Decision:
That Strategic Overview Board receive the Corporate Improvement Plan Quarter 2 Tracker.	To ensure effective evaluation of progress in implementing the Council's Corporate Improvement Plan 2016-19, supported by good practice and simple governance.

6.	<b>POSITION SUMMARY: SERVICE ITEMS NOT COVERED IN THE COUNCIL'S CIP</b>
----	---

The Portfolio Holder for Highways noted that the steps being taken to move the Highways, Transport and Recycling service to a company needed to be tracked so that Cabinet were kept informed of the position.

7.	<b>REGULATORY RECOMMENDATION TRACKER</b>
----	--

The Board considered a tracker of recommendations made by regulators. Of 104 recommendations, 39 actions were complete and ready for sign off by the Audit Committee, 51 were on track, 6 were mainly on track with some minor issues and 8 were not on track and the report set out the position for each of these.



With respect to R5R5, public bodies should give due consideration to the equality impact of all early departure arrangements, SOB was advised that this had been actioned so this would be green for the next report.

With respect to R5, monitor efficiency savings and demonstrate that services provide value for money, the Strategic Director Resources would be meeting WAO to discuss what measures they wanted to put into place.

With respect to R4, develop Key Performance Indicators to monitor the MTFP, this would be introduced for the next financial year.

With respect to R7, Strengthen budget setting and monitoring arrangements to ensure financial resilience, resilience had been built in so SOB agreed that this should be amber rather than red.

For future reports SOB asked for details of when reports were due.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
<b>1: The tracker is received as a correct indication of the Council's response to regulatory recommendations.</b>	<b>To ensure that agreed actions to address regulatory recommendations received by the Council are monitored appropriately.</b>
<b>2: That 39 recommendations (status blue) are approved to be archived by decision of the Audit Committee.</b>	<b>Recommendations were planned action is complete and desired outcomes have been achieved / embedded as required.</b>

<b>8.</b>	<b>STRATEGIC EQUALITY PLAN APRIL - SEPTEMBER 2016 PROGRESS REPORT</b>
-----------	---

Received.

<b>9.</b>	<b>DATE OF NEXT MEETING</b>
-----------	-----------------------------

14 March 2017.

**County Councillor W T Jones (Chair)**

This page is intentionally left blank



Councillor Barry Thomas  
Glanverniew (The Smithy)  
Llangyniew  
Welshpool  
Powys  
SY21 9EH

Dear Councillor Thomas

I am writing to let you know that HSBC has today announced the planned closure of 62 of its UK branches. As part of this we have taken the difficult decision to close the HSBC branch in Knighton, which is located within your local authority, on Friday 19 May 2017.

The move to close the branches announced today is in response to a significant change in the way customers are banking, HSBC's continued investment in digital banking, and our objective to achieve a sustainable branch network in the long-term.

Over the past five years, the number of customers using HSBC branches has fallen by almost 40%. 93% of customers' contact with the bank is now completed via the telephone, internet or smartphone and 97% of cash withdrawals are made via an ATM. The decision to close branches will ensure a more sustainable branch network for the future as we continue to invest in our digital platforms and our people.

We have chosen to announce all our remaining planned closures for 2017 today in order to be fully transparent to our staff, customers and the communities we serve.

By the end of 2017, HSBC will have 625 branches in the UK. We have no intention to close any further branches in 2017 and this marks the end of our branch restructuring programme.

We have informed our colleagues at the branch of the decision to close the branch and, wherever possible, we will work with them to find them alternative opportunities with us. Posters will be displayed in the branch giving details of the closure, and we will be writing to each of our customers of the Knighton branch on Monday 20 February 2017 providing them with more information about the closure and the alternative banking services available to them.

Following the closure, we will automatically transfer the administration of our customers' accounts to our Newton branch which is around 21 miles away. In addition, there are other HSBC branches at Bishops Castle and Llandrindod Wells and all HSBC and first direct personal current account customers can access their bank account at Post Office branches for cash withdrawals, cash deposits, cheque deposits and balance enquiries. We have also reached an agreement with the Post Office to enable business customers with a debit

*Continued overleaf...*

card to pay in and withdraw cash and check their balance, additionally they can deposit cheques using a credit slip and HSBC envelope. The nearest Post Office is located at Harry Tuffins Supermarket, Bridge Street, Knighton, Powys LD7 1BT which is within walking distance.

Our main priority is ensuring that we are aware of any difficulties faced by our customers. With this in mind, our branch staff are available to talk through the many alternative ways of banking and will take steps to proactively contact customers who may have problems accessing alternative banking facilities. In these cases we can offer one-to-one appointments providing advice and practical solutions, including training on telephone and internet banking where appropriate. If any cases of difficulty are raised with you, I would be grateful if you could bring them to my attention so that we can do our utmost to arrange for appropriate assistance.

I hope that this helps to explain this decision and sets out how HSBC will provide assistance to our customers affected by the closure. If you would like to discuss any of the points raised above, please do not hesitate to contact Sam Twigg, Area Director, at [samantha.twigg@hsbc.com](mailto:samantha.twigg@hsbc.com)

If you would prefer to discuss these issues during a meeting, Sam would be more than happy to do so.

Yours sincerely

**Raghu Narula**

Head of Customer Service and Distribution, UK Retail Banking and Wealth Management

HSBC Bank plc

Level 26, 8 Canada Square, London, E14 5HQ

Registered in England number 14259, Registered Office: 8 Canada Square, London E14 5HQ.

Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority.

## Delegated Decision List

9 January	Portfolio Holder for Education	Approval of budget virement in respect of works at Abermule School
11 January	Portfolio Holder for Property, Buildings and Housing	Approval to demolish and rebuild property at Conway Street Brecon.
12 January	Portfolio Holder for Finance	Determination of hardship and charitable rate relief applications.
13 January	Portfolio Holder for Highways	Approval of budget virement to fund the increase necessary to replace all of the 60 Pay & Display car park machines at the same time.
18 January	Portfolio Holder for Highways	Approval of budget virement in respect of a replacement culvert at Dolafon.
20 January	Portfolio Holder for Property, Buildings and Housing	Approval to sell the former public conveniences at Cemmaes.
24 January	Portfolio Holder for Education	Appointment of School Governors Mrs A Morgan Penygloddfa CP School, County Councillor G Williams Llandrindod Wells CP School Cefnlllys, County Councillor LV Corfield Leighton CP School, Mrs J Williams Llanfaes CP School, County Councillor DW Meredith Brecon High School, County Councillor PE Lewis Llanfyllin CP School, Mrs E Llwyd Jones Llanfyllin CP School, Mrs JL Lawrence Llanidloes High School, Mrs PR Davies Llanidloes High School, Mr C Taylor Llanidloes High School.
30 January	Portfolio Holder for Property, Buildings and Housing	Approval to acquire site for Housing
30 January	Portfolio Holder for Environment and Sustainability	Approval to revoke air quality management area on New Road, Newtown

This page is intentionally left blank

## Cabinet Forward Work Programme

Cabinet/ Management Team	Cabinet	Matter for Decision	Portfolio Holder/ Officer	Decision Maker Cabinet Portfolio Holder	Pre- Scrutiny	Comments
14 February		Wellbeing assessment				
14 February		Community Delivery Update – Presteigne and Hay-on-Wye				
14 February	<b>28 February</b>	Home to school Transport policy	Cllr Arwel Jones Gareth Jones	Cabinet	Pre Scrutiny February	
14 February	<b>28 February</b>	Treasury Management Quarter 3	Cllr Wynne Jones Ann Owen	Cabinet		
14 February	<b>28 February</b>	Consideration of objection report for Llandrindod High School and Builth High school	Cllr Arwel Jones Ian Roberts	Cabinet		
14 February	<b>28 February</b>	Schools Asset Management Plan	Cllr Arwel Jones Gareth Jones	Cabinet	Pre scrutiny January	
14 February	<b>28 February</b>	Schools Major Improvement Programme	Cllr Arwel Jones David Thompson	Cabinet		
14 February	<b>28 February</b>	Outcome of consultation on supply teachers pay and conditions	Cllr Arwel Jones Gareth Jones	Cabinet		Deferred from December to await Welsh Govt guidance
14 February	<b>28 February</b>	Response to Scrutiny Review Group report into unlicensed school budgets	Cllr Arwel Jones Ian Roberts	Cabinet		
14 February	<b>28 February</b>	Safeguarding Quarterly Report	Cllr Graham Brown Cllr Stephen Hayes	Cabinet		
14 February	<b>28 February</b>	Corporate Improvement Plan	Cllr Barry Thomas Peter Jones	Cabinet		
14 February	<b>28 February</b>	Domiciliary Care Future Commissioning of External Services	Cllr Stephen Hayes	Cabinet		Moved from 20 December
14 February	<b>28 February</b>	Outcome of Rosfolio Closed landfill site	Cllr John Powell Nia Hughes	Cabinet		

<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
	<b>February</b>	Housing Income Collection and Recovery policy	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Resident Involvement strategy	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Adaptations to council homes policy	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
Page 920	<b>February</b>	Anti-social behaviour policy	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Fire safety policy in HRA homes	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Repairs and maintenance	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Estate Management Policy	Cllr Rosemarie Harris Simon Inkson	Portfolio Holder		
	<b>February</b>	Trade waste price increase	Ashley Collins	Portfolio Holder		
7 March	<b>14 March</b>	Consideration of Brecon Welsh medium consultation results	Cllr Arwel Jones Ian Roberts	Cabinet		
7 March	<b>14 March</b>	Approval of final Welsh in Education Strategic plan following consultation	Cllr Arwel Jones Ian Roberts	Cabinet		
7 March	<b>14 March</b>	Policy for the installation of mobility scooters in HRA properties	Cllr Rosemarie Harris Simon Inkson	Cabinet		
7 March	<b>14 March</b>	Progress with Growing Mid Wales	Cllr Tony Thomas Jan MacDonald	Cabinet		



<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
7 March	<b>14 March</b>	Llanwddyn Community Transfer Centre	Cllr Rosemarie Harris Jan MacDonald	Cabinet		
7 March	<b>14 March</b>	Progress with the JVC	Cllr Tony Thomas Sue Bolter	Cabinet		
7 March	<b>14 March</b>	Highways Asset Management Plan	Cllr John Brunt Nigel Brinn	Cabinet		
7 March	<b>14 March</b>	Health and Care Strategy	Julia Toy	Cabinet		
7 March	<b>14 March</b>	Integration Options	Cllr Stephen Hayes Jeremy Patterson Carol Shillabeer	Cabinet		
7 March	<b>14 March</b>	Well Being Assessment	PSB Diane Reynolds	Cabinet		
7 March	<b>14 March</b>	Powys RPB population assessment	PSB Diane Reynolds	Cabinet		
7 March	<b>14 March</b>	Sale of County Farm Estate land	Cllr John Powell Natasha Morgan	Cabinet		
7 March	<b>14 March</b>	PAVO Framework Agreement	Cllr Barry Thomas Paul Griffiths	Cabinet		
7 March	<b>14 March</b>	Strategic Asset Management Plan	Cllr Rosemarie Harris Natasha Morgan	Cabinet		
7 March	<b>14 March</b>	Outcome of Consultation on admission numbers at Llangorse CP School	Cllr Arwel Jones Marianne Evans	Cabinet		
21 March		Corporate Improvement Plan Tracker	All Portfolio Holders	Strategic Overview Board		
21 March		Risk Register	Caroline Evans	Strategic Overview Board		
21 March		Regulatory Recommendation Tracker		Strategic Overview Board		

28 March	<b>11 April</b>	Consideration of statutory objections regarding Welsh medium at Brecon High school – if required	Cllr Arwel Jones Ian Roberts	Cabinet		
<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
28 March	<b>11 April</b>	Budget Outturn report for February	Cllr Wynne Jones Jane Thomas	Cabinet		
28 March	<b>11 April</b>	Sale of Cattle Market Site	Cllr Rosemarie Harris Natasha Morgan	Portfolio Holder		Deferred from November for further work
28 March	<b>11 April</b>	Brecon Cultural Hub	Cllr Rosemarie Harris Cllr Graham Brown Cllr Wynne Jones Jim Swabey	Cabinet		
6 June	<b>20 June</b>	Older Persons Accommodation	Cllr Stephen Hayes Emma Palmer	Cabinet	Pre Scrutiny May	
		Llanbister and Llanfihangel Rhydithon CP Schools	Cllr Arwel Jones Ian Roberts	Cabinet		
13 June		Corporate Improvement Plan Tracker	All Portfolio Holders	Strategic Overview Board		
13 June		Risk Register	Caroline Evans	Strategic Overview Board		
13 June		Regulatory Recommendation tracker		Strategic Overview Board		
27 June	<b>11 July</b>	Treasury Management Quarter 4	Cllr Wynne Jones Ann Owen	Cabinet		
27 June	<b>11 July</b>	Rights of Way Improvement Plan	Cllr John Powell Mark Stafford- Tolley	Cabinet		
5 September	<b>19 September</b>	Treasury Management Review 2016/17	Cllr Wynne Jones Ann Owen	Cabinet		

5 September	<b>19 September</b>	Treasury Management Quarter 1	Cllr Wynne Jones Ann Owen	Cabinet		
<b>Cabinet/ Management Team</b>	<b>Cabinet</b>	<b>Matter for Decision</b>	<b>Portfolio Holder/ Officer</b>	<b>Decision Maker Cabinet Portfolio Holder</b>	<b>Pre- Scrutiny</b>	<b>Comments</b>
12 September		Corporate Improvement Plan Tracker	All Portfolio Holders	Strategic Overview Board		
12 September		Risk Register	Caroline Evans	Strategic Overview Board		
12 September		Regulatory Recommendation tracker		Strategic Overview Board		
26 September	<b>10 October</b>					
24 October	<b>7 November</b>	Treasury Management Quarter 2	Cllr Wynne Jones Ann Owen			
21 November	<b>5 December</b>					

This page is intentionally left blank

# C33- 2017

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

# C33- 2017a

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank