

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

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt Cllr John Powell Cllr Graham Brown
Policy / Change Objective / Budget Saving		1718-16 HTR Commissioning Project – Commissioning of services					
Outline Summary							
<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 1st 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>							
<u>Modified In-House</u>							
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.							
<u>Wholly Owned Company with Teckal Exemption</u>							
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.							
The proposed project methodology is based on the Office of Government Commerce ' Five Case Model '. 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.							

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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?	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
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"> • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Consultation Process. • Outline Business Case Document • Full Business Case Document
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

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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
<p>A prosperous Wales: 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>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.</p>	<p>Unknown</p>	<p>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.</p>	<p>Good</p>	<ul style="list-style-type: none"> • Number of apprentices in workforce. • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Soft Market Testing. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
<p>A resilient Wales: 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>A healthier Wales: 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>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>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.</p>	<p>Unknown</p>	<p>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.</p>	<p>Good</p>	<p>As above</p>

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A globally responsible Wales: 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	
A Wales of vibrant culture and thriving Welsh language: 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"> • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
<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	
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).					
<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	

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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
Sustainable Development Principle					
Long Term: 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"> Strategic Business Case. 5 Case Model Approach. Risk and Incident Registers. Project Initiation Document. High Level Financial Review. Consultation Process. Outline Business Case Document. Full Business Case Document
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 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
Involvement: 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. Communication and Engagement	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"> Strategic Business Case. 5 Case Model Approach. Risk and Incident Registers. Project Initiation Document. High Level Financial Review. Consultation Process. Outline Business Case Document. Full Business Case Document

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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
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The council must ensure service provision continues for statutory services.	Good	Proper analysis of the WOC model will be carried out.	Good	As above
Integration: <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>	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
Preventing Poverty: 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"> • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
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.	No impact	Neutral		Neutral	

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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
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	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

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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.			

7. 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

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Project Board Independent Scrutiny Review Service Management Team Service MTFS Projects Meetings
Please state when this Impact Assessment will be reviewed.
November 2018

10. Sign Off

Position	Name	Signature	Date
Project Manager:	Lisa Griffiths		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr John Brunt		25/01/2017
	Clr John Powell		24/01/2017
	Clr Graham Brown		26/01/2017

FORM ENDS

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Service Area	Youth Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown									
Policy / Change Objective / Budget Saving	1718-24 Youth Service															
Outline Summary																
<p>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:</p> <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> <p>All responses below will apply to A, B and C unless stated. The three year plan is to remodel the Youth Service to create:</p> <ol style="list-style-type: none"> 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. 2. Targeted youth provision, offering one to one support for those young people with barriers to engagement and learning. 3. Commissioned services that can be delivered by others and seek to support universal youth provision delivered through the community and third sector. <p>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.</p>								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)														

1. 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

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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	<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"> • National Youth Work Strategy 2014-2018 • Welsh Government Youth Work Charter • Youth engagement and progression framework • EIF - The Cost of Late Intervention
Supporting people in the community	No impact	Neutral		Neutral	

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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
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"> • Capability mapping exercise delivered by PAVO; • ARAD Research Appraisal of Options

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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
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"> • Youth Work in Schools in Wales Summary Report • Principal Youth Officers' Group Discussion Paper • National Youth Agency Commission into the role of youth work in formal education • Youth Work in Wales: Principles & Purposes • Powys Youth Service Curriculum Strategy

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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?	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
<p>A prosperous Wales: 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"> • Structure Chart • Performance Reports
<p>A resilient Wales: 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>A healthier Wales: 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. 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. Reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing. 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. 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"> • Youth Work Alliance Wales Programme for Government
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<p>A Wales of cohesive communities: 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>A globally responsible Wales: 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>A Wales of vibrant culture and thriving Welsh language: 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>

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<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	
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).					
<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	

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<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	

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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
Sustainable Development Principle (5 ways of working)					
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</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>	

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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>Collaboration: <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>Involvement (including Communication and Engagement): <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>

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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
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></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>	<p>Very Poor</p>	<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>	<p>Poor</p>	
<p>Integration: <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>We will continue to actively participate in meetings involving the range of public and third sector bodies in Powys.</p>	<p>Neutral</p>	<p>We will review the Youth Service approach to integration and joint-working.</p>	<p>Neutral</p>	

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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
<p>Preventing Poverty: 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>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.</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>	

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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
Corporate Parenting: 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	
Impact on PCC Workforce	Making staff redundant.	Very Poor	Follow management of change process.	Very Poor	

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

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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"> The work of the universal and targeted youth services supports the Children & 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). 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. 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. 			

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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

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Service Area	Adults	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-41 Right sizing of Packages – Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours						
Outline Summary							
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	

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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?	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
A prosperous Wales: 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	
A resilient Wales: 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	
A healthier Wales: 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	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	People can live in their communities without the requirement for domiciliary care.	Good		Good	
A globally responsible Wales: 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	
A Wales of vibrant culture and thriving Welsh language: 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	

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<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	
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).					
<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	

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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
Sustainable Development Principle (5 ways of working)					
Long Term: 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	
Collaboration: 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	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: 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	
Integration: 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	

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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
Preventing Poverty: 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	
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.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	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

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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 st 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

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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

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