

**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)

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<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>							

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

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	

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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>	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>Learning</b>	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	

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<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	

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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	

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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

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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			
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?

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

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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**



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<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

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>	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
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	

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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>	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>Learning</b>	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
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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	
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<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	
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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
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<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

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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			
Loss of knowledge and experience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
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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?

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

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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**

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<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)

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
Supporting people in the community	Service reduced	Poor	As above	Neutral	Monitoring of sites
Developing the economy	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
Learning	No impact	Neutral		Neutral	



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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><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>Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.</p>	<p>Poor</p>	<p>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</p>	<p>Neutral</p>	<p>Monitoring of sites</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>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>Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.</p>	<p>Very Poor</p>	<p>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</p>	<p>Poor</p>	<p>Monitoring of sites</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>	

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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	
<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	

# 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	

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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
<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	

### 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.			

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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
<b>Service Manager:</b>	Ashley Collins		
<b>Head of Service:</b>	Nigel Brinn		
<b>Strategic Director:</b>	Paul Griffiths		
<b>Portfolio Holder:</b>	Clr John Powell		24/01/2017

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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<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>							

### 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	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

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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?	<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>Services delivered for less</b>	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. 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. The level of net efficiencies identified falls short of the £1.5m identified in the Councils MTFS	Good	The mitigating actions for this area are included in the proposal.  The council will be required to change its Fair Funding Formula for the 2017-18 and subsequent financial years.	Good	Consultation papers and funding arrangements for Schools and Early Years settings.
<b>Supporting people in the community to live fulfilled lives</b>	No impact	Neutral		Neutral	

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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
<p><b>Developing the economy</b></p>	<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>	<p>Neutral</p>	<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>	<p>Neutral</p>	<p>Consultation Papers and Funding Arrangements</p>



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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

### 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> 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	

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<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>

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<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

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<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	<p>CYPP and School Strategies.</p>
<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	<p>Consultation responses</p>
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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<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>
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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?	<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>					
<p><b>Long Term:</b> <i>Balancing short term need with long term and planning for the future.</i></p>	<p>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</p>	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.
<p><b>Collaboration:</b> <i>Working together with other partners to deliver.</i></p>	<p>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</p>	Very Good	Recommissioning of the 3+ settings	Very Good	Details of current settings funded

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>

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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
<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>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.</p>	<p>Poor</p>	<p>The development and implementation of robust transition plans from Flying Start settings to 3+ settings, and from 3+ settings to mainstream schools.</p>	<p>Poor</p>	<p>Transition plans and processes</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>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.</p>	<p>Poor</p>	<p>Continue the monitoring and development of safeguarding procedures and training for all early years providers.</p>	<p>Poor</p>	<p>Safeguarding procedural documentation and policies</p>
<p><b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.</p>	<p>The impact of this proposal will impact equally on LAC in proportion to that of all children</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>Impact on PCC Workforce</b></p>	<p>The expected change will result in a minimum 100 FTE redundancies across 89 primary schools.</p>	<p>Poor</p>	<p>This will be offset a little by a small increase in the number of staff required for recommission of early years. Redundancy policy.</p>	<p>Neutral</p>	



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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.		

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### 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

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>	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
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	
<b>Developing the economy</b>	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

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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>Learning</b>	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

### 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 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	

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<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	

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<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	

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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?	<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 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> Working with others in a collaborative way to find shared sustainable solutions.	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> Involving a diversity of the population in the decisions that affect them.	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> 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	

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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



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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			
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			

7. 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)**

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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**

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<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)

<b>Version</b>	<b>Author</b>	<b>Job Title</b>	<b>Date</b>
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

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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?	<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>Services delivered for less</b></p>	<p>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.</p>	<p>Unknown</p>	<p>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.</p>	<p>Good</p>	<p>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)</p>

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	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

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	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.

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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
<p><b>Developing the economy</b></p>	<p>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</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 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.</p>	<p>Good</p>	<p>Analysis of individual client assessments                      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>

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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
<p><b>Learning</b></p>	<p>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.</p>	<p>Very Poor</p>	<p>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.</p>	<p>Good</p>	<p>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 spec for reduced Day Centre provision.</p>



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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> (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>

<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>	
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<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>
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<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>					

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<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>

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<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><i>Age</i></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>

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<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	

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<p><i>Sex</i></p>	<p>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</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.                  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.</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                  Draft specification for reduced Day Centre provision.</p>
<p><i>Sexual Orientation</i></p>	<p>No specific impact identified</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Workshop notes for 25<sup>th</sup> October 2016</p>
<p><i>Pregnancy and Maternity</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	



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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?	<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>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;E 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;E  P&amp;E - PID and Project Plan</p>

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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 (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>

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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 (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>

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</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> 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>	<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>

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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 (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	

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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> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Impact on PCC Workforce</b>	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.

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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
Medium	High	Medium

Description of risks			
<b>Risk 1 –Affordability</b> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>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.</li> <li>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).</li> <li>Transition funding will be needed in order to pilot preventative approach whilst decommissioning grants and contracts to deliver future model if impact is proven.</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)
<b>Risk 1</b> <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

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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



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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			

### 7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<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>	December 20 <sup>th</sup> 2016

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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

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<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

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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?	<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>Services delivered for less</b></p>	<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>	<p>Good</p>	<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>	<p>Good</p>	<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>

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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</p> <p>Joint Commissioning Strategy: Adults with learning Disability</p> <p>Powys</p> <p>Future Generations Act</p>

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<b>Learning</b>	<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>

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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?	<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>

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<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>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	No impact	Neutral		Neutral	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	No impact	Neutral		Neutral	
<p><i>Opportunities to promote the Welsh language</i></p>	No impact	Neutral		Neutral	
<p><i>Welsh Language impact on staff</i></p>	No impact	Neutral		Neutral	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	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>					



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<i>Age</i>	<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
<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	Good	Service users with a disability will continue to receive a service to meet their needs.	Good	In line with SSWB Act
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	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	
<i>Religion or belief</i>	<p>Religion</p> <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	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

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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>

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<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>

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<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

### 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			
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.

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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

**FORM ENDS**



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<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?

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

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<p><b>Supporting people in the community</b></p>	<p>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.</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>

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			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	

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<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>

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			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

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<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>					

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<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	<p>Foster Carers receive an allowance and will be expected to promote access to sports, art and recreation.</p>	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	<p>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.</p>	Neutral	Social Work Code of Conduct

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<i>Disability</i>	Foster Carers will not be disadvantaged 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 disadvantaged 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 disadvantaged 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 disadvantaged 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 disadvantaged 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 disadvantaged 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 disadvantaged 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 disadvantaged on the basis of being pregnant - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct



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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?	<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>	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> <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>	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>

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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 (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	

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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	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.			

### 7. 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.

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9. On-going monitoring arrangements?

**What arrangements will be put in place to monitor the impact over time?**

- 1) Performance Management Information.
- 2) Corporate Parenting Reports
- 3) Foster Panel Minutes
- 4) Powys Access to Services Panel (PASP)
- 5) Multi-Agency Approval Panel (MAAP)

**Please state when this Impact Assessment will be reviewed.**

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

**FORM ENDS**

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<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?

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	

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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?	<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	

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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	
<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	

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	

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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 (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	



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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
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

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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

<b>Position</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
<b>Service Manager:</b>	Jane Thomas		
<b>Head of Service:</b>	Jason Lewis		
<b>Strategic Director:</b>	David Powell		
<b>Portfolio Holder:</b>	Clr. Wynne Jones		25/01/2017

**FORM ENDS**