

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Medium Risk IAs reducing to Low Risk after Mitigation

- 1718-01 Wyeside Caravan Park
- 1718-03 Property Services JVC
- 1718-06 Grants Review
- 1718-11 Trade Waste
- 1718-17 Logistics Review
- 1718-18 Waste Service reduction
- 1718-28 Removal of funding for breakfast clubs
- 1718-34 Implement a change to appoint and payment of school, supply and agency staff
- 1718-47 Restructure legal team
- 1718-50 Communications
- 1718-51 Graphics Design
- 1718-52 Resources New Model
- 1718-53 Resources New Model
- 1718-55 Purchase to Pay
- 1718-58 Vacancy Management
- 1718-59 Resources New Model

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<b>Service Area</b>	Regeneration, Property & Commissioning	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Tony Thomas Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-01 To reverse a trading deficit through the externalisation of the operation of Wyaside Camping and Caravan Site, Rhayader					
<b>Outline Summary</b>							
Wyaside Camping and Caravan site has operated with an annual trading loss since May 2012, and in the current economic climate, such losses are not sustainable for the County Council. The operation of such a site is also not a core business activity for a local authority. The property has been leased to the Camping and Caravanning Club since 1 June 2016 for a term of 50 years at an initial rent of £17,000 per annum.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Micah	Commercial Property Manager	21 December 2016

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>	As the Council has already ceased to deliver this service, there is already a cost saving from this proposal	Good	The new lease makes the new operators of the site liable for all costs, whilst delivering an annual revenue income stream to the Council. The lease also includes rent review provisions.	Very Good	Lease heads of terms
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	

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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>	The site will continue to operate under the new operators, thereby continuing to provide employment to existing staff (who have transferred under TUPE). Its continued operation – including planned investment funded by the new operator – will ensure that the site remains an attractive destination for tourists to this area, and therefore will continue to provide opportunities for the local economy to grow and meet the needs of visitors.	Good	As indicated, the new operators intend to invest a six figure sum into the site to enhance the business on the site, thereby generating higher returns and higher visitor demand for the local economy.	Good	
<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.	There will be opportunities for job growth under the new operator, whilst the improved facilities at the site should generate higher usage and greater trade for local support businesses such as cafes, restaurants, cycle hire and general shops.	Good	Site investment by the new operator	Good	Heads of Terms, agreed Lease and schedule of tenant investment to the site

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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>	The continued operation of an enhanced camping and caravan park at this site give people opportunities – walking, cycling, etc – to explore the natural environment of mid-Wales thereby stimulating and growing physical and mental well-being.	Good	Site investment by the new operator	Good	Heads of Terms, agreed Lease and schedule of tenant investment to the site
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	The camping site does not have retail facilities on site, and the improved business projections should positively impact upon the local community and existing businesses in the town and surrounding area.	Good	To be determined by new operator	Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<i>Opportunities for persons to use the Welsh language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact, as Service provision is unchanged	Neutral		Neutral	

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<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, as Service provision is unchanged	Neutral		Neutral	
<i>Disability</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Gender reassignment</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Race</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Religion or belief</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Sex</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact, as Service provision is unchanged	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact, as Service provision is unchanged	Neutral		Neutral	

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

<b>Principle</b>	<b>How does the policy / change objective impact on this principle?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	By leasing the property to an external operator, the Council has protected the provision of camping and caravanning on the site for the next 50 years.	Neutral		Neutral	
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	No impact	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	

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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>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No immediate impact, as existing staffing transferred to the new operator under TUPE	Unknown		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
PCC transferred staff may still be at risk of redundancy under ETO regulations			
Leaseholder failing to comply with terms of lease, or falling into administration			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

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Mitigating Actions	Residual Risk (after mitigation)
The property will revert to the County Council should the leaseholder fail to comply with their obligations.	Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>	
No	

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal represents a low risk to the Council whilst preserving the Wyeside Camping and Caravan site for the use of tourists for the next 50 years, and includes full repairing obligations to be met by the Tenant. This also provides a positive revenue income stream to the Council from the site, thereby reversing the trend of the last 4 years.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
No

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Landlord retains monitoring responsibilities during the lease to ensure the site is being properly managed and maintained.
Please state when this Impact Assessment will be reviewed.
By 31 March 2018

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Natasha Morgan		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Tony Thomas		27/01/2017
	Cllr Rosemarie Harris		24/01/2017

# FORM ENDS

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<b>Service Area</b>	Regeneration, Property and Commissioning	<b>Head of Service</b>	Sue Bolter	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Rosemarie Harris Cllr Graham Brown Cllr John Brunt Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		1718-03 Property Services Joint Venture Company					
<b>Outline Summary</b>							
Property Services Joint Venture Company: Set up jointly owned company to deliver a range of property services. Improve service delivery. Increase income generation by trading more widely than the Council. Transfer Asset Management Team towards the end of 2016/17. (Income generation)							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
JVC-2	Lyn Hall	Joint Venture Project Manager	01/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	The JVC is expected to deliver more efficient services at no greater cost than at present.	Good	The JVC will be encouraged and assisted where possible to expand business and trade with other clients, thus generating a profit which will be shared with PCC	Good	Interest from the market in response to soft market test. Tenders and bid documentation with prices
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	
<b>Developing the economy</b>	The JVC will be expected to develop the local supply chain and will subcontract to local SMEs where possible	Good	PCC will monitor performance of the JVC against its commitment to do this, which will be a contractual obligation.	Good	Services contract with JVC KPIs set for JVC
<b>Learning</b>	The JVC will be expected to develop and upskill the local workforce by providing or facilitating training opportunities.	Good	PCC will monitor performance of the JVC against its commitment to do this, which will be a contractual obligation.	Good	Services contract with JVC KPIs set for JVC

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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
<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>The contractual arrangements with the JVC will ensure that it operates in a way that uses resources efficiently, and provides learning and employment opportunities to develop the workforce</p>	<p>Good</p>	<p>Requirement for continual improvement on all aspects of the JVC operation which will be monitored by PCC.</p>	<p>Good</p>	<p>Bid submission with commitments KPIs set for JVC</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The contractual arrangements with the JVC will ensure that it operates in a way that respects the environment</p>	<p>Neutral</p>	<p>Monitoring by PCC</p>	<p>Neutral</p>	<p>Tender documents</p>
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>The contractual arrangements with the JVC will ensure that it achieves some community benefits as part of its operation</p>	<p>Good</p>	<p>Monitoring against commitment</p>	<p>Good</p>	<p>Tender documents</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

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<i>Opportunities for persons to use the Welsh language</i>	The contractual arrangements with the JVC will ensure that customers have the opportunity to conduct their interaction with the company in Welsh	Neutral	No further action needed	Neutral	Services contract with JVC
<i>Treating the Welsh language no less favourable than the English language</i>	The contractual arrangements with the JVC will ensure that all communication with the public and service users is produced in both Welsh and English	Neutral	No further action needed	Neutral	Services contract with JVC
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	No further action needed	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral	No further action needed	Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	No further action needed	Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral	No further action needed	Neutral	
<i>Disability</i>	No impact	Neutral	No further action needed	Neutral	
<i>Gender reassignment</i>	No impact	Neutral	No further action needed	Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral	No further action needed	Neutral	
<i>Race</i>	No impact	Neutral	No further action needed	Neutral	
<i>Religion or belief</i>	No impact	Neutral	No further action needed	Neutral	
<i>Sex</i>	No impact	Neutral	No further action needed	Neutral	
<i>Sexual Orientation</i>	No impact	Neutral	No further action needed	Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral	No further action needed	Neutral	

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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>	The JVC is to be set up for an initial period of ten years with the option to extend for a further five. This will provide stability and enable longer term goals to be met	Good	Full involvement of PCC Board Members in shaping the strategy of the JVC	Good	Shareholders agreement on formation of JVC
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The partner in the JVC will bring commercial acumen and improved systems which will enable services to be delivered to a higher standard than at present.	Good	The next stage will be for the JVC to work with other organisations who have expressed an interest in utilising the JVC services to grow a sustainable business in Powys.	Good	Responses from other organisations to our invitation to become involved.
<b>Involvement (including Communication and Engagement):</b> <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>	Contractual obligation for the JVC to engage with stakeholders to continually improve services, responding to suggestions and complaints in a positive manner	Good	Involvement of PCC Board members and structured liaison between PCC and the JVC at operational level will ensure appropriate engagement and involvement of stakeholders takes place.	Good	Services contract with JVC and KPI regime, which included stakeholder feedback.
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The expertise and systems being contributed by the partner will help prevent standards deteriorating. Some areas require considerable investment in terms of ICT which is not available at present	Good	No further action proposed	Good	Tender submission
<b>Integration:</b> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	The JVC partner will provide back office functions currently carried out by PCC. This will impact on some PCC central support services.	Poor	Not known at this stage. PCC will need to examine resource requirements going forward.	Poor	None available at present

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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.	The commitment to develop and upskill the workforce will provide employment opportunities which may mitigate the impact of poverty to some extent.	Good	Monitoring against commitment	Good	Tender documents
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral	No further action needed	Neutral	N/A
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral	No further action needed	Neutral	N/A
<b>Impact on PCC Workforce</b>	Staff currently working on the services to be undertaken by the JVC will transfer under T.U.P.E. Although their terms and conditions of employment have protection, the change will be a concern to some individuals. The reduction in workload for central support services may impact on resource requirements in those areas.	Poor	Effective engagement and consultation with staff	Poor	Staff forum and staff meeting notes.

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

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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			
1. Relationship with the JVC breaks down and service standards decline, with increasing rather than decreasing costs.			
2. Delays in commencing services by the JVC will impact on our ability to deliver savings			
3. The JVC wishes to operate in a way that conflicts with PCC objectives			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
1. Robust contractual arrangements with break clause at five years			Low
2. Dedicated personnel working on project to avoid further delays			Low
3. Reserved matters in Shareholders Agreement preclude the JVC making certain decisions without express approval of PCC			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
There may be some impact on Corporate support services as outlined above			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Powys property services JVC presents opportunities for PCC to meet some of its objectives whilst responding to budgetary requirements and improving service standards.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Comprehensive tender documentation comprising the PCC offer to the market Detailed submissions from prospective partners Contractual documentation

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The contractual arrangements include a performance management/remediation regime and both formal and informal liaison is required between all parties and stakeholders.
Please state when this Impact Assessment will be reviewed.
September 2017

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10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Rosemarie Harris		24/01/2017
	Clr Graham Brown		26/01/2017
	Clr John Brunt		25/01/2017
	Clr John Powell		24/01/2017

**FORM ENDS**

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<b>Service Area</b>	Place Directorate	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Stephen Hayes Cllr Tony Thomas Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>		1718-06 Grants Review					
<b>Outline Summary</b>							
Management Team previously requested that a strategic review be undertaken to identify where the Council is spending money via grant payments, to achieve greater value for money by ensuring that spend, and the way in which the Council contracts delivery of its services, is undertaken in line with the Commissioning Council approach. Alongside this, a savings target of £60k was assigned to the task. To achieve the saving, an overall reduction will be applied to each service area on a pro-rata basis, to be taken from each services' grant budget.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

<b>Version</b>	<b>Author</b>	<b>Job Title</b>	<b>Date</b>
1	Caroline Evans	Business Continuity & Risk Management Officer	4 <sup>th</sup> January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the policy / change objective impact on this priority?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>Services delivered for less</b>	This proposal contributes to the Council saving identified in the MTFS 2017-20. Each service area will identify where the saving will be removed from.	Good		Good	Report to Cabinet / Management Team
<b>Supporting people in the community</b>	Each saving identified by the respective service area will be assessed individually to identify the impact on this priority.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>Developing the economy</b>	As above	Neutral	As above	Neutral	
<b>Learning</b>	As above	Neutral	As above	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>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>Each saving identified by the respective service area will be assessed individually to identify the impact on this well-being goal.</p>	<p>Unknown</p>	<p>Services to complete an IA in respect of each apportioned saving</p>	<p>Unknown</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>As above</p>	<p>Unknown</p>	<p>As above</p>	<p>Unknown</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>As above</p>	<p>Unknown</p>	<p>As above</p>	<p>Unknown</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>As above</p>	<p>Unknown</p>	<p>As above</p>	<p>Unknown</p>	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>As above</p>	<p>Unknown</p>	<p>As above</p>	<p>Unknown</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<i>Opportunities for persons to use the Welsh language</i>	Each saving identified by the respective service area will be assessed individually to identify the impact on this legislative requirement.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Unknown	As above	Unknown	
<i>Opportunities to promote the Welsh language</i>	As above	Unknown	As above	Unknown	
<i>Welsh Language impact on staff</i>	As above	Unknown	As above	Unknown	
<i>People are encouraged to do sport, art and recreation.</i>	As above	Unknown	As above	Unknown	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Each saving identified by the respective service area will be assessed individually to identify the impact on each of the protected characteristics.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<i>Disability</i>	As above	Unknown	As above	Unknown	
<i>Gender reassignment</i>	As above	Unknown	As above	Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Unknown	
<i>Race</i>	As above	Unknown	As above	Unknown	
<i>Religion or belief</i>	As above	Unknown	As above	Unknown	
<i>Sex</i>	As above	Unknown	As above	Unknown	
<i>Sexual Orientation</i>	As above	Unknown	As above	Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown	As above	Unknown	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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.	Each saving identified by the respective service area will be assessed individually to identify the impact on the sustainable development principles.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	As above	Unknown	As above	Unknown	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	As above	Unknown	As above	Unknown	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	As above	Unknown	As above	Unknown	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Unknown	As above	Unknown	
<b>Preventing Poverty:</b>					
Prevention, including helping people into work and mitigating the impact of poverty.	Each saving identified by the respective service area will be assessed individually to identify the impact on these corporate priorities.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
<b>Safeguarding:</b>					
Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	As above	Unknown	As above	Unknown	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	As above	Unknown	As above	Unknown	
<b>Impact on PCC Workforce</b>	As above	Unknown	As above	Unknown	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Services fail to identify savings opportunities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Finance Business Partners to assist identification of savings			Low
Heads of Service to confirm savings proposals with Portfolio Holders			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
This proposal will impact upon all service areas across the Council.			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Cabinet agreed the way forward for the saving which is to be apportioned across all service areas on a pro-rata basis. This is estimated to amount to around 2.4% to be removed from each services' grants budget. The impact of each saving identified will need to be assessed by each individual service.	

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

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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?**

Grants Project Board agendas and minutes.

9. On-going monitoring arrangements?

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

This will be identified by each affected service area.

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

As above

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Caroline Evans		4 <sup>th</sup> January 2017
Head of Service:	n/a		
Strategic Director:			
Portfolio Holder:	Cllr Wynne Jones		25/01/2017
	Cllr Stephen Hayes		25/01/2017
	Cllr Tony Thomas		27/01/2017
	Cllr John Powell		24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Powell
<b>Policy / Change Objective / Budget Saving</b>	1718-11 Trade Waste – Implementation of Trade Waste Strategy						
<b>Outline Summary</b>							
Review of trade waste and recycling service to maximise efficiency of delivery. Implement effective pricing structure and ensure that processes are in place for effective delivery. Promote service and take enforcement action where traders not using legitimate routes for their waste and recycling.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015
2.0	Ashley Collins	Waste and Recycling Strategy Manager	08/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Ensuring full cost recovery of delivering service and achieving additional income through expanding and promoting the service	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Under UK legislation (EPA 1990) all businesses have to pay for the removal of their waste	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Providing a value for money service to traders which will create uniformity across the county.	Good		Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Through diverting trade waste from residual to recycling	Good		Good	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Through diverting trade waste from residual to recycling	Good		Good	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All promotional materials in Welsh and English	Good		Good	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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<i>Treating the Welsh language no less favourable than the English language</i>	All promotional materials in Welsh and English	Good		Good	
<i>Opportunities to promote the Welsh language</i>	All promotional materials in Welsh and English	Good		Good	
<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?

<b>Principle</b>	<b>How does the policy / change objective impact on this principle?</b>	<b><u>Inherent Judgement</u></b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b><u>Residual Judgement</u></b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>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>	An efficient cost effective service will be sustainable for the long term providing value for money to customers	Good		Good	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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>Involvement:</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Providing an effective service will ensure jobs maintained locally	Good		Good	

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## Impact Assessment (IA)

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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	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Loss of customers and revenue due to private sector cherry picking areas			
Insufficient capacity to provide service			
Traders using domestic service			
Political risk due to an inconsistent service across the county			
Fly tipping			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Effective publicity of trade waste service			Low
Enforcement of trade waste legislation			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
All internal customers including schools, offices, etc.			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The trade service has the potential to provide an income to the Council as well as a quality service to our customers. Increasing recycling will contribute towards the Council's recycling rate and statutory targets.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The trade service is monitored for customers, costs, income, recycling rates, etc.
Please state when this Impact Assessment will be reviewed.
September 2017

### 10. Sign Off

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr John Powell		24/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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<b>Service Area</b>	Highways, Transport & Recycling	<b>Head of Service</b>	Nigel Brinn	<b>Strategic Director</b>	Paul Griffiths	<b>Portfolio Holder</b>	Cllr John Brunt
<b>Policy / Change Objective / Budget Saving</b>	1718-17 Logistics Review						
<b>Outline Summary</b>							
<p>To analyse, plan and establish efficient routing of waste collection and gritting vehicles across Powys. Implementation of a Route Optimisation System is required to maximize efficiencies as Powys CC re-evaluates the residential residual and recycling waste collection and gritting rounds to provide current services with reduced funding. Service delivery will either remain the same or improve under the route optimisation. To give an example, the scope of the project for gritting is to model routes to deliver the exact same gritted areas of carriageway that we currently grit, but with fewer vehicles / staff.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.1	Tony Price	Project Officer	28/10/2015
1.2	Tony Price	Project Officer	08/08/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Will optimise potential savings in the collection of our residential residual and recycling waste collections, and gritting.	Good	Detailed collection of data to support service delivery and waste and gritting systems. Key stakeholder involvement at all times. Further routes can be optimised including trade waste collections, grounds maintenance, jetting and gully cleansing to further financial and operational efficiencies.	Good	Business Case
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions.	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

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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>					
<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>	Unknown	Unknown		Unknown	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Working with third party providers / suppliers to provide a solution	Good	Continued working with Software Providers (Webaspx) and Northgate to ensure project outcomes are met.	Good	Business Case
<b>Involvement:</b> <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>	Meetings held with appropriate sections within Waste Services and Highways to identify their needs and provide a solution to meet business processes	Good	Continued working with Key Stakeholders and Northgate to ensure project outcomes are met.	Good	Business Case
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	Implementing a solution to keep the same level of service but at a reduced cost	Good	Working with Key Stakeholders to ensure optimised routes are deliverable and achieve current levels of service delivery while meeting project outcomes.	Good	Business Case
<b>Integration:</b> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice

# Cyngor Sir Powys County Council

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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>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Reduction in Gritting Routes and Staff O/T. Changes to Waste Operations shift patterns to facilitate a 4 day working week. Reduction to the number of Waste Operations operating depots.	Good	Staff Engagement Meetings and Consultation process undertaken with HR and TU's involvement. Communications Plan produced.	Good	Project Documentation

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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			
Poor availability of current, complete, and consistent data will impact upon project delivery, while this information is collated and structured			
Delays in project delivery will impact upon budget savings			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Detailed capture of incomplete, missing and out of date relevant information			Low
Discussions with software provider regarding processes to mitigate delays			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Service delivery will either remain the same or improve under this proposal as routes will be modelled to deliver the same level of gritting but using less resources.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The Chartered Institution of Waste Management report - <a href="#">Delivering Waste Efficiencies in the North East</a> Report, and <a href="#">APSE State of the Market Survey 2012</a> - Local Authority Refuse Services.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Project Governance
Please state when this Impact Assessment will be reviewed.
Six Monthly Review

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Tony Price		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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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>	1718-18 Waste Service Reduction – Review of existing contracts and Community Recycling Sites						
<b>Outline Summary</b>							
Review and renegotiation of existing waste and recycling contracts to maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS)							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	28/10/2015
2.0	Ashley Collins	Waste and Recycling Strategy Manager	08/09/2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Contracts renegotiated to realise efficiencies and maximise income, as well as following the direction of WG.	Good		Good	Customer surveys
Supporting people in the community	Some reduction in service and removal of small income to community from adopt-a-site payments	Poor	Service users diverted to alternative methods of recycling	Poor	Customer surveys and site monitoring
Developing the economy	Some loss of income to local contractors	Poor	Contractors to operate more efficiently	Neutral	Contract monitoring
Learning	No impact	Neutral		Neutral	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<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>	Some loss of income to local contractors	Poor	Contractors to operate more efficiently	Neutral	Contract monitoring
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	No impact	Neutral		Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	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>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to encourage use of alternatives – kerbside recycling available to all residents.	Neutral	Customer Surveys
<i>Disability</i>	As above	Poor	As above	Neutral	Customer Surveys
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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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>					
<b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Maximising efficiencies of contracts in the short term to define the way forward for the longer term, whilst following the direction set by WG.	Good		Good	
<b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Working with third party contractors to deliver savings	Good		Good	
<b>Involvement:</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> <b>Communication and Engagement</b>	No impact	Neutral		Neutral	
<b>Prevention:</b> <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.					
	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Reduction in work placements by third party contractors	Neutral	Liaise with Adult Services to provide alternative employment placements for people with learning disabilities.	Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on Workforce</b>	Some reduction in tasks currently carried out internally	Poor	Operatives employed elsewhere in service	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Medium	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Market volatility in recycle value			
Interdependencies between contracts affecting contractual relationship which influences the negotiation process			
Political risk			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk
Maintaining dialogue with contractors to achieve mutually beneficial outcomes			Low
Ensure that the public and members are aware of the alternative recycling options available			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Adult Services			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Review and renegotiation of existing waste and recycling contracts will maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS) will result in reduced servicing costs and payments to local groups – also reduce duplication of effort as recyclables are now collected at the kerbside across the county. A county wide kerbside recycling service ensures that all residents have an opportunity to recycle these materials.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Waste tonnages are constantly monitored to see where waste and recyclables are channelled. Contract spend is also reviewed on a monthly basis.
Please state when this Impact Assessment will be reviewed.

### 10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLr John Powell		24/01/2017

# 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>	1718-28 Removal of funding for breakfast clubs						
<b>Outline Summary</b>							
<p>The authority has reduced the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupils. The process followed was three-fold as follows:</p> <ul style="list-style-type: none"> <li>i. The reduction in the base staffing levels from 3 to 2 with effect 1<sup>st</sup> September 2016.</li> <li>ii. To support schools to introduce a £1 per day charge for the care element of the breakfast club provision, in respect of a child's attendance at the club for more than 30 minutes. This charge is currently proposed to be introduced with effect on 1<sup>st</sup> September 2016.</li> <li>iii. The removal of funding for those settings providing breakfasts to less than 15 learners per day with effect from 1<sup>st</sup> September 2016.</li> </ul> <p>The budget reduction has been achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016
V3	Gareth Jones	Senior Manager – Central Services	16 <sup>th</sup> December 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This policy has reduced the available budget and therefore councils net spend by around £500k	Good		Good	

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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 policy whilst maintaining the provision of free breakfasts reduces the cost to the authority of running the clubs through a reduction in staffing levels and an introduction of a daily charge.</p> <ol style="list-style-type: none"> <li>1. The policy will impact hardest on those learners from deprived families who while still having the provision of a free breakfast, the proposed associated charge for the provision of additional care may place a pressure on the families' budget.</li> <li>2. The policy will not provide a service to all in the community as it is proposing a de minimis number of children taking breakfasts to qualify for the provision.</li> </ol>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
<b>Developing the economy</b>	<p>The policy will have a negative impact on developing the economy as it will result in the reduction of up to 70 5 hour per week posts by the removal of funding for 1 of the staff currently employed in each setting.</p> <p>The introduction of the £1 per day care related charge may also impact on a family's ability to maximise their gainful employment.</p>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Poor	As above

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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>	<p>The Breakfast club provision was introduced a number of years ago with the expectation that the provision of breakfast clubs would have a positive impact on the education outcomes of learners on the basis that learners achieve better when they have eaten.</p> <p>Currently only 20% of primary learners across the authority are taking breakfasts (Jan 15 PLASC) and therefore the expectations are not fully being achieved.</p> <p>The policy of removing the funding from the smaller settings will potentially have a negative impact on the outcomes of the learners in those schools.</p> <p>The majority of pupils will still have access to a free breakfast, whilst making the efficiency. The alternative would be to make a further £500,000 direction reduction in the schools delegated budget which would have a direct impact on learning outcomes</p>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element” of care for FSM pupils if required.</p> <p>Schools that do not receive funding for Breakfast clubs can if they choose use their delegated budget to make the provisions</p>	Poor	As above

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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>As the number of part time jobs will be reduced this proposal will have a negative impact on this area.</p> <p>The removal of the provision from some schools may affect the employment opportunities for their parents/carers</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the Pupil Deprivation Grant (PDG) funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 &amp; 15, Fair Funding Formula papers</p>
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A healthier Wales:</b> A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>As the policy will reduce the number of children that will have access to free breakfasts, this will have a slight negative impact on the overall wellbeing of the population of Powys</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 &amp; 15, Fair Funding Formula papers</p>

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<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	The impact of the policy is likely to be on the smaller schools and the communities they serve, together with those schools where a high percentage of pupils are conveyed to school on home to school transport.	Poor	The authority could consider providing additional funding / different criteria to the smaller schools	Poor	As above
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The policy impacts equally on those learners in a English or Welsh Language provision	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	The service has not undertaken any analysis on the protected characteristics of the children accessing the free breakfasts.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	

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Sexual Orientation	As above	Unknown		Unknown	
Pregnancy and Maternity	As above	Unknown		Unknown	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Once the policy is enacted and embedded the clubs should be sustainable subject to the receipt of the parental contribution for the care element	Good	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	Good	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The policy supports the opportunity for the community to develop a collaborative delivery system	Neutral		Neutral	
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No discussion has been undertaken to date with the schools and service users	Unknown	Undertake consultation with Schools within the consultation under the fair funding formula. Further discussions with individual parents and children will be required through parental evenings and discussions with school councils etc. this is required at an individual school level and be led by the school	Neutral	

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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>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The withdrawal of some provision and the introduction of a charge will have a negative impact on the preventing poverty agenda due to the introduction of a charge.	Poor	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The proposal will result in a reduction of jobs where breakfast clubs cease to run.	Poor	The proposal will be supported by the redundancy policy.	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

PCC: Impact Assessment Toolkit (Feb 2016)

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Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium



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6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure of schools to recover expected Income and putting additional pressure on the schools budget			
Schools reviewing the provision and withdrawing the provision due to reduction in net budget			
Redundancy of staff			
Reputational damage to the authority			
Potential loss of pupil out of county and impact on RSG and funding			
Impact on poverty levels			
Impact on attainment levels of children			
In instances where schools do not make the charge it would therefore have an impact on the schools delegated budget			
Risk of challenge if delegated budgets are used in appropriately or outside of policy			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Full consultation with Head teachers and Governing bodies over the implementation and impact of the proposal was undertaken during the 15-16 school year			Low
The implementation of the proposal was delayed to the start of the 2016-17 school year to allow schools enough time to make the required staffing changes			Low
Consider actions to undertake proportionate analysis of the impact of the protected characteristic			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No – but will have an impact on individual schools budgets and the change management processes.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the change in funding for breakfast clubs required each school with a provision to undertake consultation with parents and children on the introduction of charges or withdrawal of the club. The authority is required to consider a schools application to run a free breakfast club but this request can be refused on grounds of insufficient numbers and viability. The overall risk has been placed as Medium due to a combination of financial, operational and reputational factors.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

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9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Schools Fair funding formula, individual schools budgets and staffing reports etc.
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Arwel Jones		26/01/2017

**FORM ENDS**

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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>	1718-34 Implement a change to appointment and payment of school, supply and agency staff						
<b>Outline Summary</b>							
A projected saving of £200,000 over two years has been estimated to be achieved following a review of the payment processes to casual and supply staff employed in schools. This will be achieved through either the transfer of all supply staff payments to a supply agency or through paying all supply staff on reduced points within the teacher's pay and conditions pay scales. Staff are currently paid in accordance to their qualification and career experience.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 <sup>th</sup> October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 <sup>nd</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal meets this requirement fully	Very Good		Very Good	Project paperwork
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The change in payment terms and conditions will have an impact on the income levels of staff employed as supply teachers and other supply staff	Poor	The mitigation action is to review the current contractual arrangements for staff and consider which if any staff will transfer from casual contracts to fixed term or permanent contracts	Poor	Trent Payroll, Teachers pay and conditions document
Learning	The change in employment terms and conditions should only have a minor impact on learner outcomes, all key staff delivering the curriculum should be employed on a salaried contractual arrangements.	Neutral		Neutral	

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## Impact Assessment (IA)

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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
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	If the option chosen is to use an agency it will result in an out flow of monies from Powys	Poor	Maintain staff as Powys employees but paid on different terms and conditions to current, which will maintain the money in Powys	Poor	Teachers pay and conditions document  New directions charging policy
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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<i>Opportunities for persons to use the Welsh language</i>	The proposal will impact on Welsh Language teachers equally with those delivering through the English Language	Neutral		Neutral	Teachers pay and conditions document
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Further work is required during the detailed project work around the impact on the protected characteristics if the authority chose to use the employment agency which are currently unknown.	Unknown	Review contractual agreement with appointed agency to confirm that they adhere to equality act.	Neutral	New Directions contract
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	
<i>Sex</i>	As above	Unknown	As above	Neutral	
<i>Sexual Orientation</i>	As above	Unknown	As above	Neutral	
<i>Pregnancy and Maternity</i>	As above	Unknown	As above	Neutral	

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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> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Strengthens the employment status of staff employed on a regular long term or fixed basis, while agreeing the payment terms for casual employed staff.	Good		Good	Trent System Teachers Pay and Conditions
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	NPS and relevant Unions	Good		Good	NPS contracts JCC papers
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Initial consultation with teacher unions and schools has been undertaken	Neutral	Formally consult with Staff and union representatives	Good	JCC Minutes Teachers Pay and conditions document
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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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>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	A reduction in the daily rate paid to supply teachers.	Poor		Poor	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Staff refusing to work under new terms and conditions and pupils not having a teacher to teach the class.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Ensuring full consultation is undertaken with the relevant unions and schools			Low
Ensuring the appointed agency meets the requirement of the equality act			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes – Possible reduction in employment services activity, commercial services to monitor the contract.			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposal to change the terms of condition of employment for supply teachers and other casual staff is dependent on consultation with relevant unions and schools governors. The impact on service delivery should be minimal whilst achieving the projected efficiency.	

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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?**

NPS Contractual Documentation, Teachers pay and conditions documentation, JCC Minutes

9. On-going monitoring arrangements?

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

School and other school services budgets  
Contract management meetings

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Cllr Arwel Jones		26/01/2017

# FORM ENDS



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<b>Service Area</b>	Legal Services	<b>Head of Service</b>	Clive Pinney	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-47 Restructure legal team to realise greater efficiencies and savings						
<b>Outline Summary</b>							
To achieve savings in the overall legal services budget by not recruiting to the vacant post of Child Care Solicitor. Workload will be distributed among existing solicitors currently in post, without affecting the level of service provided to our internal service areas.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Nigel Vaughan	Professional Lead-Legal	20th October 2015
2	Nigel Vaughan	Professional Lead-Legal	10 <sup>th</sup> November 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	It is intended to deliver the same level of service with the remaining child / social care staff in post. By not filling the vacant post it will test the need to replace that solicitor in the current climate.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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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.	The proposal impacts negatively on this goal due to the reduction of jobs within the service.	Poor	Efficient management of existing staff within the service.	Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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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	

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<p><b>Long Term:</b> <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>The level of service provided will be maintained at the Council's current requirement. If however, other services that the Council provides are reduced to effect savings, which leads to an increase in workload for legal services, then the level of staff will be reviewed. However, over the short-medium term, the current level of staff should be maintained to cope with the additional work of implementing changes and reductions in service following policies such as Community Asset Transfer, etc. (Solicitors are required to implement transfers of properties and services, framing of agreements with local and community councils, etc., which in the short-medium term will increase work for the legal services)</p>	Good	Ongoing monitoring of currently workload.	Very Good	
<p><b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	No impact	Neutral		Neutral	
<p><b>Involvement (including Communication and Engagement):</b> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	No impact	Neutral		Neutral	

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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>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
<b>Integration:</b> Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The workload will increase for the remaining staff within the service.	Poor	This is being carefully monitored and bearing in mind that that post has been vacant over the last 6 months, the impact so far has been minimal.	Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Low	Low	Low

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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			
Increased workload for staff			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Monitoring of current workload – making better use of staff time and managing their caseload			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
None			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal saves money for the service area but does increase work pressure to existing staff. This pressure will be monitored on an ongoing basis.	

8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
None

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Individuals workflow will be actively monitored against the amount of savings achieved
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Vaughan		10 <sup>th</sup> November 2016
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	CLlr Wynne Jones		25/01/2017

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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<b>Service Area</b>	Communications	<b>Head of Service</b>	N/A	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>		1718-50 £100K budget saving from Communications					
<b>Outline Summary</b>							
<p>The vision for the Communications Team requires a greater emphasis on Digital Communications, Engagement (internal and external), working with data and insight and a campaign based approach. This prioritising of work could allow the service to be restructured and £100K to be saved from communications roles (across the council, not only within the communications team).</p> <p>Engagement and communications will be more targeted ensuring that essential and top priority communication and engagement is covered by the corporate team and services are supported to deliver lower priority comms and engagement work across the Council directly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications across the Council with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Anya Richards	Senior Communications Manager	14 August 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service is delivered for less. Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach.	Good	Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Good	



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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Supporting people in the community</b>	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	
<b>Developing the economy</b>	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A greater emphasis on digital communication will reuse digital channels, printing less.	Good	Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service	Good	

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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>	<p>Communication can contribute to knowledge that can change people's attitudes and behaviours with regard to social, economic and ecological resilience. A greater emphasis on digital communication will reuse digital channels, printing less.</p>	<p>Good</p>	<p>Digital channels offer the opportunity to reach more people with information</p>	<p>Very Good</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Communication allows us to promote a range of health and wellbeing issues</p>	<p>Neutral</p>	<p>Work with services and partners to continue to promote health and wellbeing issues, use digital channels to reach wider audiences</p>	<p>Good</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Using digital channels to keep communities informed.</p>	<p>Neutral</p>	<p>As the use of digital channels increasingly becomes the norm and favoured among communities, digital communication has significant potential to keep communities well connected.</p>	<p>Good</p>	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>The Communications Team actively promotes the WL language.</p>	<p>Neutral</p>	<p>Focussing on digital channels would still allow us to continue to promote the WL positively.</p>	<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>The communications team supports the delivery of all the WL standards, whose key objective is to ensure the Welsh language is treated no less favourably than English.</p>	<p>Neutral</p>	<p>The communications team will continue to support the delivery of the WL standards.</p>	<p>Neutral</p>	

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<i>Opportunities to promote the Welsh language</i>	The communications team actively promotes the Welsh language through direct promotion of the language e.g. at the National Eisteddfod, as well as leading in the use of WL in publications etc.	Neutral	The communications team will continue to work closely with the WL Officer and translation team ensuring the language is widely promoted.	Neutral	
<i>Welsh Language impact on staff</i>	Welsh language is promoted within the organisation and people are encouraged and able to speak in Welsh.	Neutral	Focussing on digital channels would still allow us to promote the WL positively and the comms team will play an active role in achieving a bilingual intranet by 2018.	Good	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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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>Potential reduction in quantity of targeted communication.</p>	<p>Poor</p>	<p>Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p><b>Collaboration:</b> <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>Potential reduction in quantity of joint communication.</p>	<p>Poor</p>	<p>We will seek opportunities to collaborate within the council and with partners to meet our wellbeing objectives. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

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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>Potential reduction in quantity of targeted communication and public engagement.</p>	<p>Poor</p>	<p>Engagement and communications will be more targeted ensuring that essential and top priority communication and engagement is covered by the corporate team and services are supported to deliver lower priority comms and engagement work directly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team                      Restructure Business Case</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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>Potentially less capacity to identify issues early and prevent escalation and reputational damage.</p>	<p>Poor</p>	<p>By working closely with Portfolio Holders we hope to identify issues early to prevent escalation and reputational damage. Requires assistance from service areas to give early notification of high profile issues to allow sufficient time to communicate properly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p><b>Integration:</b> 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>Potentially affects effectiveness of integrated working with partners as resources become more concentrated.</p>	<p>Poor</p>	<p>We have maintained dedicated communications support for integrated communications with Health recognising what a significant area of work this is for both organisations. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication. Integration will be a priority Comms Team campaign.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

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<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	Potential reduction in quantity of targeted communication to staff	Poor	Employee Engagement will be a priority Comms Team Campaign and we will build on the success of our low cost/high impact employee engagement campaign that has been recognised with national awards from the CIPR. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.	Neutral	



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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			
Potential reduction in quantity of targeted communications output by the Communications Team with a negative effect on organisational reputation.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Services and CS will become responsible for service level communications campaigns and service or CS specific social media enquiries. For this level of work the Communications Team will provide advice and support (rather than be responsible for all aspects of the work) in the same way that HR Business Partners support services.			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
N/A

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
N/A
Please state when this Impact Assessment will be reviewed.

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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anya Richards	Anya Richards	14 August 2016
Head of Service:	N/A		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017

**FORM ENDS**

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<b>Service Area</b>	Communications	<b>Head of Service</b>	N/A	<b>Strategic Director</b>	Jeremy Patterson	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-51 £50K budget saving from Graphics						
<b>Outline Summary</b>							
The vision for the Communications Team requires a greater emphasis on Digital Communications, this includes the Graphic Design Service. The Graphic Design service must save £50K. A single multi-media officer will develop a more digital focus aligned to the Communications Team. The service will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Anya Richards	Senior Communications Manager	14 August 2016

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The service will be delivered for less and meet its saving objective.	Good	Monitor the cost of external work.	Good	
Supporting people in the community	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
Developing the economy	As above	Poor	As above	Neutral	
Learning	As above	Poor	As above	Neutral	

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>A greater emphasis on digital design will reuse digital channels, printing less. Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service.</p>	<p>Good</p>		<p>Good</p>	
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>A greater emphasis on digital design will reuse digital channels, printing less. Using digital channels should reduce the impact on the environment by using virtual resources, thus providing a more sustainable service.</p>	<p>Good</p>		<p>Good</p>	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Graphically designed documents allow us to promote a range of health and wellbeing issues. Digital channels offer the opportunity to reach more people with information.</p>	<p>Good</p>	<p>Work with services and partners to continue to promote health and wellbeing issues, use digital channels to reach wider audiences. Support and promote the use of free graphic/digi tools such as Canva by services.</p>	<p>Very Good</p>	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>As the use of digital channels increasingly becomes the norm and favoured among communities, digital and multi-media communication has significant potential to keep communities well connected.</p>	<p>Good</p>		<p>Good</p>	

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<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	Potentially fewer publications in Welsh (or English) could affect opportunities for people to use the Welsh language.	Poor	Focussing on digital channels would still allow us to promote the WL positively.	Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Less control on how services produce documents could see some documents not produced in Welsh which could treat WL less favourably.	Poor	Promote widely proper protocols with regard to bilingual requirements for all documents.	Neutral	
<i>Opportunities to promote the Welsh language</i>	Materials may not be produced bilingually as a result of the reduction in service	Poor	Opportunity to remind staff of their obligations with regard to WL standards and production of documents bilingually.	Neutral	
<i>Welsh Language impact on staff</i>	If WL was not properly promoted through bilingual documentation in might reduce the opportunities for staff to operate using the WL.	Poor	As above	Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	

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Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	As above	Poor	As above	Neutral	
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	As above	Poor	As above	Neutral	

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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>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
<b>Integration:</b> 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.	As above	Poor	As above	Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Good	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.			
Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.			
<b>Judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
		X	
<b>Mitigating Actions</b>			<b>Residual Risk (after mitigation)</b>
A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.			Low
<b>Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?</b>			
Services and CS will become responsible for service level communications campaigns and service or CS specific social media enquiries. For this level of work the Communications Team will provide advice and support (rather than be responsible for all aspects of the work) in the same way that HR Business Partners support services.			



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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>	
As the use of digital channels increasingly becomes the norm and favoured among communities, digital and multi-media communication has significant potential to keep communities well connected and reach the citizens of Powys.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
N/A

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Information will be sought from Commercial Services to ascertain overall level of council spend on graphic design following reduction of inhouse service.
<b>Please state when this Impact Assessment will be reviewed.</b>
1 year.

10. Sign Off

Position	Name	Signature	Date
<b>Service Manager:</b>	Anya Richards	Anya Richards	14 August 2016
<b>Head of Service:</b>	N/A		
<b>Strategic Director:</b>	Jeremy Patterson		
<b>Portfolio Holder:</b>	Clr Wynne Jones		25/01/2017

# FORM ENDS

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<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-52 Resources New Model					
<b>Outline Summary</b>							
<p>The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Developing the economy</b>	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
<b>Learning</b>	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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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 new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

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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> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

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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			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

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10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Wynne Jones Clr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**



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<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-53 Resources New Model					
<b>Outline Summary</b>							
<p>The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<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>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Developing the economy</b>	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
<b>Learning</b>	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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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 new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

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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> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

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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			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

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10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Wynne Jones Clr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**

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<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones
<b>Policy / Change Objective / Budget Saving</b>	1718-55 Purchase to Pay						
<b>Outline Summary</b>							
Purchase to Pay £100k 17/18 To review all current purchase and payment systems and end-to-end processes that are used across the Council in order to make improvements and create a simple value for money efficient process in line with customer demand. Following the review undertaken by the Change and Improvement Team, work has commenced on the delivery of the recommendations of the review. The first phase concentrates on increasing the usage of purchase cards both internally by service areas and by external suppliers. This will result in large volumes of invoice rationalisation.							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Lead – Business Support	23/10/2015
V2	Nicola Williams	Business Services Programme Delivery Manager	11/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Review current purchase and payment systems and processes in order to make improvements and efficiencies. First phase will include increased use of purchase cards both internally and by external suppliers which will result in large volumes of invoice rationalisation.	Good	Ensure end to end processes create a simple value for money efficient process in line with customer demand.	Good	Data analysis Customer Feedback BPR/review of end to end processes Project documentation Engagement with Suppliers
<b>Supporting people in the community</b>	No impact	Neutral		Neutral	
<b>Developing the economy</b>	Suppliers will receive an improved payment timescale	Good	Improved reputation for Council and improved cash flow for Suppliers	Good	Customer Feedback Card Provider T & C's
<b>Learning</b>	No impact	Neutral		Neutral	



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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>	Reduce payment times of invoices for suppliers through improved process and promotion of use of purchase cards.	Good		Good	Data analysis
<p><b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	No impact	Neutral		Neutral	
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<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	

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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.	This is a key transformational project that spans across the whole Authority in order to make improvements and create a simple value for money efficient process in line with customer demand.	Good	Raise awareness of project and seek engagement from all stakeholders	Good	Project Documentation / Project Governance
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Work with suppliers and service areas (including schools) to raise awareness of benefits of increased use of Purchase Cards and invoice rationalisation.	Good	Further roll-out/compliance with options implemented to date and implementation of further options including investment in electronic billing and cataloguing system and introduction of Customer Relationship Manager.	Good	Data / Market analysis Project documentation
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Work with internal and external stakeholders to increase awareness and ensure compliance.	Good		Good	Data analysis Customer Service Feedback Supplier Engagement
<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.	Ensure simple value for money efficient process in line with customer demand in order to secure Powys position prior to any integration discussions.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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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>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	No impact	Neutral		Neutral	

### 5. Achievability of Policy / Change Objective / Budget Saving?

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

### 6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Inadequate engagement of Service Areas/customers/suppliers resulting in failure to deliver efficient and effective purchase to pay process and achieve savings			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Full-engagement and compliance of Service Areas/Customers/Suppliers			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
All service areas, customers and suppliers			

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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>	
To review all current purchase and payment systems and end-to-end processes that are used across the Council and fully implement options to make improvements and create a simple value for money efficient process in line with customer demand. The first phase will focus on the increased use of Purchase Cards by internal service areas and suppliers that will result in significant invoice rationalisation.		

8. Is there additional evidence to support the Impact Assessment (IA)?

<b>What additional evidence and data has informed the development of your proposal?</b>
N/A

9. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Purchase to Pay Project Team /Business Services Programme Delivery Team/Business Services Transformation Programme Board, data analysis
<b>Please state when this Impact Assessment will be reviewed.</b>

10. Sign Off

Position	Name	Signature	Date
<b>Service Manager:</b>	Nicola Williams		11/01/17
<b>Head of Service:</b>	Mark Evans		
<b>Strategic Director:</b>	David Powell		
<b>Portfolio Holder:</b>	CLr Wynne Jones		25/01/2017

# FORM ENDS

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<b>Service Area</b>	Business Services	<b>Head of Service</b>	Mark Evans	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones & Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-58 Vacancy Management					
<b>Outline Summary</b>							
<p>Service Area Vacancy Management</p> <p>To continue with the established process of reviewing all vacancies within Business Services. The process reviews the role including dependencies and impact with a business case supporting a rationale on the desired outcome from the function lead on whether to recruit, re-deploy or not replace.</p> <p>The decision is subsequently referred to the H.O.S for decision.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V 1.0	Mark Evans	Head of Business Services & Customer Services	January 2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Review current needs and levels of staffing through continued robust vacancy management that delivers services for less	Good	Through effective vacancy management savings can be achieved with the impact on staff kept to a minimum e.g. the potential avoidance of compulsory redundancies.	Good	Individual review of specific role, area or function accompanied by a Business Case.
<b>Supporting people in the community</b>	No Impact	Neutral		Neutral	
<b>Developing the economy</b>	No Impact	Neutral		Neutral	
<b>Learning</b>	No Impact	Neutral		Neutral	

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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
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No Impact	Neutral		Neutral	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No Impact	Neutral		Neutral	
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No Impact	Neutral		Neutral	
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No Impact	Neutral		Neutral	
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No Impact	Neutral		Neutral	
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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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?

<b>Principle</b>	<b>How does the policy / change objective impact on this principle?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below	<b>Source of Outline Evidence to support judgement</b>
<b>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	



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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>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No Impact	Neutral		Neutral	
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral	
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No Impact	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No Impact	Neutral		Neutral	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No Impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	The ability to retain staff and potentially avoid some compulsory redundancies by utilising the opportunity a vacancy may provide.	Good	Staff will have the potential to develop their skill and knowledge base by assuming a more holistic, diverse or different role, aiding career development.	Good	Individual Business Case per vacancy

5. Achievability of Policy / Change Objective / Budget Saving?

PCC: Impact Assessment Toolkit (Feb 2016)

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Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium

6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
Failure to reduce budget through V.M based on capacity and statutory and legislative compliance.			
Lack of Vacancies becoming available			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Holistic view of specific function or area, process improvement, re-deployment.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The continued monitoring and thoroughness of the Vacancy Management process within Business Services will ensure we have the optimum chance of deliver this specific saving for 2017/178 financial year and beyond whilst reducing the reliance on some compulsory redundancies.	

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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?**

The impact of operating vacancy management over a period of time indicates that it can release savings without having a detrimental impact particularly on staff and service provision.

9. On-going monitoring arrangements?

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

Vacancies are monitored on an on-going basis as they arise.

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

Vacancies are monitored on an on-going basis as they arise.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	BSMT Members		
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017
	Cllr Rosemarie Harris		24/01/2017

# FORM ENDS

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<b>Service Area</b>	Resources	<b>Head of Service</b>	n/a	<b>Strategic Director</b>	David Powell	<b>Portfolio Holder</b>	Cllr Wynne Jones Cllr Rosemarie Harris
<b>Policy / Change Objective / Budget Saving</b>		1718-59 Resources New Model					
<b>Outline Summary</b>							
<p>The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFs. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.</p>							

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	David Powell	Strategic Director – Resources	25/08/2016
2	David Powell	Strategic Director – Resources	19/01/2017

2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Services delivered for less</b>	Services delivered for less will make more funding available for delivery of frontline services. It meets the policy of reducing costs by 20%. Customer based approach. Looking to build a sustainable corporate centre.	Good	Mitigation will include a revised approach to financial training that will be rolled out in 2017/18.	Good	Resources 'New Model' Project Plan.
<b>Supporting people in the community</b>	Income & Awards, Customer Services Enabling the public to communicate with us more effectively. Elements of the service would provide improved opportunities for supporting people in the community.	Good	The revised approach to Customer Services will assist this area.	Good	Income & Awards Impact Assessment

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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 (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Developing the economy</b>	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
<b>Learning</b>	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

### 3. How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential opportunities for development of small businesses through externalisation. Better use of financial resources.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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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 new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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Sex	As above	Unknown	As above	Neutral	
Sexual Orientation	As above	Unknown	As above	Neutral	
Pregnancy and Maternity	As above	Unknown	As above	Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<b>Sustainable Development Principle (5 ways of working)</b>					
<b>Long Term:</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Whilst responding to an immediate need to meeting the savings target, we are developing a sustainable model that will respond to requirements going forward.	Good		Good	
<b>Collaboration:</b> Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with PtHB and other partners to develop the model, share expertise and mitigate risk. Work with services within the Council to deliver the new model.	Good	Where appropriate there will be market development as well as collaboration with other organisations.	Good	Organisational Development Strategy
<b>Involvement (including Communication and Engagement):</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Talking with Customer Focus Groups within localities. Talking local businesses through innovation and change.	Good		Good	
<b>Prevention:</b> How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Through talking with the customer we've identified the issues that need to be addressed. This will help with development of the new model. Investment in Change & Improvement activity to identify and rectify processes. Investment in BI to improve information and forward planning.	Good		Good	

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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> <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
<b>Corporate Parenting:</b> Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
<b>Impact on PCC Workforce</b>	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	



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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			
Reduced service to our internal customers			
Externalisation of services			
Potential impact on pension fund			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Reduced service to our internal customers			

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.	

### 8. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
The overall proposal has been developed over a number of months through a board comprising the Resources Management Team. Analysis of budget and activity data has assisted development.

### 9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
There will be monthly monitoring arrangements through the established Board.
Please state when this Impact Assessment will be reviewed.
September 2017.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

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10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Wynne Jones Clr Rosemarie Harris		25/01/2017 24/01/2017

**FORM ENDS**