

# Public Document Pack



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## **FINANCE PANEL Friday, 17th January, 2020**

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### **SUPPLEMENTARY PACK**

<b>1.</b>	<b>BUDGET 20/21</b>
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To consider the proposed budget for 2020/21.  
(Papers will be released on Wednesday 15 January 2020)  
(Pages 1 - 616)

<b>2.</b>	<b>FINANCIAL OVERVIEW AND FORECAST</b>
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To consider the report of the Portfolio Holder for Finance.

This item has been withdrawn

<b>3.</b>	<b>CAPITAL REPORT</b>
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To consider the report of the Portfolio Holder for Finance.

This item has been withdrawn

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## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET

Date: 21 January 2020

**REPORT AUTHOR:** County Councillor Aled Davies  
Portfolio Holder for Finance

**SUBJECT:** Draft Medium-Term Financial Strategy 2020-2025 and Draft  
2020-21 Budget and Capital Programme for 2020-2030

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**REPORT FOR:** Decision

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#### 1. Purpose

- 1.1 To seek Cabinet's approval of the draft Medium-Term Financial Strategy for 2020-25, which includes a Financial Resource Model for 2020-25, a draft revenue budget for 2020-21 and a draft capital programme for 2020-21 to 2029-30.

#### 2. Background

- 2.2 Like other councils across Wales, Powys County Council continues to face significant challenges arising from demographic changes, increase service demands, citizen expectations and rising costs. Against that background, over the past twelve months the Cabinet and Executive Management Team (EMT) have placed a greater focus on longer term financial, service and workforce planning to help provide sustainable solutions to the challenges we continue to face.
- 2.3 Vision 2025, the Council's Corporate Improvement Plan and the Medium-Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next five financial years, with a focus on 2020-21.
- 2.4 The Vision 2025 Plan is reviewed annually to ensure that it continues to reflect the Council's operating environment and priorities and the 2020-25 Plan will be presented to Council for approval at the same time as the final MTFS and 2020-21 is presented on 28 February. This will ensure the Corporate Plan and MTFS are aligned, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.
- 2.5 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities and legislative programme. It articulates how the Council plans to use its resources (revenue and capital) to support the achievement of its corporate priorities as well as the management of its statutory and core duties, known pressures and risks. The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council taxpayers.
- 2.6 The draft MTFS includes the:

- principles that will govern the strategy and a five-year Financial Resource Model (FRM), comprising detailed proposals for 2020-21 and outline proposals for 2021-22 to 2024-25.
- Capital Financing Strategy and the Treasury Management Strategy; and
- Capital Programme for 2020-21 to 2029-30

2.7 The Cabinet and EMT have developed the draft MTFS to guide the development of the proposed 2020-21 draft budget, the Financial Resource Model and the draft Capital Programme. At the same time as updating the MTFS, the Council is legally required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year by 11 March each year.

2.8 Production of the draft budget for the forthcoming year is dependent on receipt of the provisional local government settlement from the Welsh Government which for 2020-21 was late to be published on 16 December 2019 due to the General Election. This report provides a draft Budget for 2020-21 for Cabinet's approval, subject to which it will be considered by the Council's Overview and Scrutiny Committees before a final budget is presented to full Council for approval on 28 February 2020. The Welsh Government is due to publish the final local government settlement on 25 February so if there are any late changes these would need to be made on 28 February in the Chamber.

### 3. **Advice**

#### **Welsh Government Provisional Local Government Settlement**

3.1 The Local Government Revenue Settlement comprises Revenue Support Grant (RSG) and redistributed National Non-Domestic Rates (NNDR) revenues and is known as Aggregated External Finance (AEF). The settlement for 2020-21 represents the biggest funding growth in a single year for Welsh local authorities in over a decade with a total increase of £184.3 million (5.6%) compared to 2019-20. Including specific grants, total support for local authorities will increase by 1.8% in real terms from 2019-20.

3.2 The 2020-21 provisional settlement gave Powys Council a cash increase of £9.5 million (5.4%) on 2019-20 which when adjusted for transfers into the formula of specific grants (schools' pay and pensions £2.06 million, and Funded Nursing Care £99,000) becomes 4.2% for Powys and 4.3% for Wales. The provisional settlement also includes funding to meet additional costs arising from the UK Government's changes to employer pension contributions for teachers as well as funding the full year impact of 2019-20 teachers' pay deal. The settlement letter stated that the future impact of the teachers' pay award which will come into effect from September 2020 was also recognised.

3.3 Welsh Government funding is allocated to unitary authorities using a formula driven by a number of 'indicators' (e.g. population projections, pupil numbers, primary free school meals and income support, job seekers allowance or pension credits claimants). The movement in these indicators, relative to the movement in the indicator for Wales as a whole, affects Powys' share of the overall funding available. The changes to the key indicators and our comparative position across Wales are shown in Table 1 below.

**Table 1**

Changes in Key Datasets	All Wales			Powys			
	2019-20 Final	2020-21 Provisional	% Difference	2019-20 Final	2020-21 Provisional	% Difference	Rank
Population <sup>2</sup>	3,134,476	3,136,749	0.1%	131,721	132,084	0.3%	10
Pupil Numbers - Nursery and Primary	264,060	263,655	-0.2%	9,755	9,746	-0.1%	12
Pupil Numbers - Secondary in year groups 7-11	158,634	161,806	2.0%	6,297	6,306	0.1%	19
Free School Meals - Primary <sup>3</sup>	45,270	45,270	0.0%	1,034	1,034	0.0%	1
Free School Meals - Secondary <sup>4</sup>	26,400	26,400	0.0%	637	637	0.0%	1
Children in out of work families <sup>5</sup>	126,900	126,900	0.0%	2,900	2,900	0.0%	1
IS/ JSA/PC/UC (not in employment) claimants - 18 to 64	80,657	79,026	-2.0%	1,605	1,480	-7.8%	18
IS/ JSA/PC claimants - 65+	110,054	105,082	-4.5%	4,466	4,248	-4.9%	16
IS/ JSA/PC/UC (not in employment) claimants - all ages	191,177	184,558	-3.5%	6,084	5,740	-5.7%	18
SDA/DLA/PIP claimants - 18 to 64	143,665	142,023	-1.1%	4,544	4,502	-0.9%	12

3.4 Overall Powys is ranked 14<sup>th</sup> of 22 councils in terms of its increase, Newport is highest at 5.4%, and Monmouthshire the lowest at 3%. This position represents a significant improvement for Powys compared to previous years when the Council has languished at the bottom of the funding table. It is particularly pleasing given the evidence of the costs of providing local services in Powys<sup>1</sup> which the Cabinet presented to the Welsh Government in September 2019.

3.5 Based on the provisional settlement Powys will receive £1,395 per head of population for 2020-21 compared to the Wales average of £1,426 per capita.

3.6 While the un-hypothecated (non-earmarked) settlement is the largest single source of funding available to authorities, it is not the only one. The Council also funds its expenditure by generating income from grants, fees and charges and council tax. In setting the budget and council tax levels for next year, Welsh Government expects every authority to take account of all the available funding streams and to consider how to secure best value for Welsh taxpayers through effective and efficient service provision.

### Revenue Settlement Implications for 2021-25

3.7 The Welsh Government has given no indication of the future allocations for 2021-22 onwards, but in view of current economic and fiscal projections and in the absence of other information the MTFs sets out a worst likely scenario predicated on an assumption that AEF will reduce by -2% for 2021-22, 2022-23, 2023-24 and 2024-25. Based on these assumptions the total recurrent reductions required from 2021-22 to 2024-25 amount to around £49 million.

### Provisional Local Government Capital Settlement

3.8 The Welsh Government settlement includes a non-hypothecated general capital funding settlement, also calculated using a formula. The total provisional capital settlement for 2020-21 will be £198 million (including £20 million for public highways refurbishment grant) which is an increase of £15 million over that announced in the Final Budget last year. Welsh Government hopes that the additional funding will enable authorities to consider decarbonising.

<sup>1</sup> Rural Cost Analysis link (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>)

3.9 For Powys County Council the provisional capital settlement provides the following increase on 2019-20:

- £25,000 as supported borrowing
- £233,000 as General Capital Grant

### Final Local Government Settlement

3.10 Welsh Government is due to publish its Final Budget and Final Local Government Settlement for 2020-21 on 25 February 2020. The Welsh Government has included the Council Tax base and other data changes in the provisional settlement and therefore it is unlikely that the settlement for Powys will change significantly, however, more information on 2020-21 specific grants will be provided at that time.

### Current Year (2019-20) Financial Performance

3.11 The in-year financial position as at 31 December 2019 is shown in Table 2 below:

**Table 2**

Service Area	Working Budget	Forecast Spend	Variance (Over) / Under Spend	Variance (Over) / Under Spend %
Adult Services	64,562	64,775	(213)	(0.3)
Childrens Services	20,625	25,634	(5,009)	(24.3)
Commissioning	3,438	3,270	168	4.9
Education	21,988	21,860	128	0.6
Highways Transport & Recycling	29,075	31,192	(2,117)	(7.3)
Property, Planning & Public Protection	5,784	5,798	(14)	(0.2)
Housing & Community Development	8,939	9,201	(262)	(2.9)
Digital Services	4,963	4,718	245	4.9
Transformation & Communications	1,766	1,706	60	3.4
Workforce & OD	1,366	1,501	(135)	(9.9)
Legal & Democratic Services	3,159	3,045	114	3.6
Finance	19,759	13,294	6,465	32.7
<b>Total</b>	<b>185,424</b>	<b>185,994</b>	<b>(570)</b>	<b>(0.3)</b>
Housing Revenue Account (HRA)	0	(120)	120	
Schools Delegated	69,761	69,564	197	0.3

3.12 The overall projected position as at 31 December 2019 shown in the table above reports an overspend of £570,000 (excluding Schools Delegated and the Housing Revenue Account), however with further savings projected to be delivered in the last quarter the outturn position improves to an underspend of £600,000 comprising £5.9 million net over spend on service areas and £6.5 million under spend on corporate budgets. At this point in the financial year £5.3 million of budget reduction proposals have been deemed to be unachievable in the current financial year.

## **Council's Improvement Journey**

- 3.13 The Council has made significant steps on its improvement journey over the last eighteen months, following the Care Inspectorate Wales report on Children's Services and the Corporate Governance Review undertaken by Sean Harriss in 2018. Since then the Council has increased its focus on performance management and has established a Vision 2025 Transformation Programme which is driving delivery of the Councils Corporate Improvement Plan and improving the organisation's capability and financial resilience.
- 3.14 Twice in 2019-20 the Cabinet met Welsh Government Ministers and officials to make the case for additional funding for Powys County Council, recognising the additional costs associated with providing services in the biggest and most rural county in Wales. These discussions led to the Welsh Government making more than £900,000 available to the Council to support our Digital Powys Programme. The increase in the Council's revenue settlement was also welcomed by Cabinet in the context of their representations to Welsh Government.
- 3.15 The announcement made by the UK Government in Autumn 2019 that it has committed an initial investment of £55 million to the Mid Wales Growth Deal was another positive step forward for the Council. The Mid Wales Growth Deal led by Powys and Ceredigion County Councils and the private sector will support the transformation and growth of the Mid Wales economy through an integrated programme of interventions which aim to make the greatest difference to the region to be delivered over a 10-15 year period.
- 3.16 Over the last twelve months there has been a sustained improvement in Children's Services performance which has been recognised by the Improvement and Assurance Board. There is still more to do, including addressing some persistent recruitment difficulties and the Board and Cabinet recognise the need to set a realistic budget which supports Powys children who are currently in need and in our care while Children's Services implement new service models that will over the medium term reduce the number of Children Looked After and the costs associated with their care.
- 3.17 The Estyn Inspection of the Education Service in 2019 identified five key recommendations for the Council in respect of the quality of our education provision and financial sustainability and the Improvement and Assurance Board has extended its remit to support the Council in implementing these recommendations.
- 3.18 In terms of overall performance, using Public Accountability Measures, Powys Council's performance compares favourably with the other twenty-one authorities in Wales, ranking 5<sup>th</sup> for 2018-19. A greater focus on performance in 2019-20 has also seen the Council increase its performance in a number of areas including social care services and our corporate functions.

## **Draft MTFS 2020-25**

- 3.19 The draft MTFS for the next five years is attached at Appendix A, based on the latest information available from the Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFS is reviewed regularly and will be amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

- 3.20 The development of the MTFs 2020-25 has been led by Cabinet and EMT and has taken into account the views of auditors and CIPFA on the Council's financial planning arrangements as well as budget issues arising in 2019-20, underpinned by the ongoing aim to embed a culture of integrated business planning over the medium term.
- 3.21 Implementation of the MTFs will continue to be led by Cabinet and Senior Leadership Team (SLT)<sup>2</sup>, supported by robust financial and performance data. The Council will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners). As well as linking explicitly to the Council's corporate priorities, the MTFs also links to other internal resource strategies such as the Workforce Plan, the Digital Powys Strategy, the Treasury Management Strategy, Asset Management Plans and the Council's Transformation Programme.

### **Engagement, Scrutiny and Challenge**

- 3.22 In developing the draft 2020-25 MTFs and 2020-21 budget significant efforts have been made this year to engage Powys citizens, local councillors, partners and the workforce in the budget development process. This included providing more information to the public, pre-engagement on the Council's financial position with various stakeholders and an interactive online budget simulator consultation exercise.
- 3.23 Nearly 600 responses were received from the budget simulator exercise which challenged participants to prioritise services and target reductions in order to deliver a balanced budget. The findings identified the mean values of all respondents and the budget adjustment acceptable. Schools were selected to have the lowest levels of reduction of just 0.55%, whilst central support services had a much larger figure of 5.83%. Respondents suggested that council tax could be increased above the 5% set as the base, while the mean average suggested a 6% increase would be palatable. A report of the findings is provided at Appendix H and Cabinet and SLT has taken these into account in the development of the draft 2020-21 budget.
- 3.24 Members of the Council have engaged in the budget planning process from the outset through a series of member budget seminars which have given Councillors the opportunity to review and prioritise Vision 2025 outcomes, challenge, propose ideas and input into the process. The Finance Scrutiny Panel (comprising Group Leaders of Non-Executive Groups and Audit Committee representatives) have also been engaged during the process and financial assumptions and settlement information have been shared with members and the impact on the budget modelled and considered.
- 3.25 This report presents the detailed draft budget for 2020-21 and each of the Council's three Overview and Scrutiny Committees will have the opportunity to consider the implications of the draft budget for the service areas within their remit during the last week in January. The Committees will then be able to provide feedback to the Cabinet for consideration before the final MTFs and 2020-21 budget and 2020-30 capital programme are presented to full Council for approval on 28 February 2020.

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<sup>2</sup> SLT comprises the Chief Executive Officer, three Corporate Directors and 12 Heads of Service)

## **MTFS Principles**

- 3.26 The draft MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2020-25 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:
1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
  2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
  3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
  4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
  5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.
  6. The Council's General Fund reserve will be maintained at a minimum of 3% of Net Revenue Expenditure over the period of the MTFS.
  7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
  8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
  9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
  10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

## **Financial Resource Model**

- 3.27 The MTFS includes a Finance Resource Model (FRM) which provides a financial forecast for the forthcoming five financial years. This is provided at Appendix B. The MTFS sets out a best case, most likely case and worst case scenarios for the Council's future years' budgets by making a number of assumptions about the level of funding that will be received from Welsh Government and cost drivers such as pay and price inflation and demographic change. All the scenarios include an annual council tax increase of 5%. The FRM is based on the worst-case scenario.

3.28 Table 3 sets out the gap between the Council's net budget requirement and the possible funding available in each of the next five years based on each of the scenarios in the MTFs.

**Table 3**

Scenario Gap - £k	2021/22	2022/23	2023/24	2024/25	Cumulative
Best	(£6.2m)	(£6.5m)	(£2.7m)	(£3.3m)	(£18.7m)
Most Likely	(£9.9m)	(£13.1m)	(£6.5m)	(£5.3m)	(£34.7m)
Worst	(£13.6m)	(£16.7m)	(£10.0m)	(£8.7m)	(£49.0m)
Cost Reduction Proposed to Reduce the Gap	(£9.0m)	(£6.5m)	(£0.7m)	£ -	(£16.2m)
Revised Worst Case gap	(£4.6m)	(£10.2m)	(£9.3m)	(£8.7m)	(£32.8m)

3.29 Table 3 shows that the Council will need to find recurrent cost reductions of between £18.7 million and £49 million and/or increase council tax by more than 5% per annum over 2021 to 2025 to balance future years' budgets.

### **Draft Revenue Budget 2020-21**

3.30 Taking account of advice from the Wales Audit Office and CIPFA on the Council's financial planning arrangements, the Cabinet and the Senior Leadership Team adopted a new Integrated Business Planning approach to developing the 2020-21 budget and the FRM for 2021-2025. This approach has involved all council services:

- Reviewing comparative performance data
- Identifying any inescapable cost pressures
- Identifying cost reduction opportunities
- Planning service changes to secure delivery of the priority outcomes in the Council's Corporate Improvement Plan Vision 2025 and statutory obligations
- Identifying any workforce implications of service changes

3.31 Cabinet and SLT began the budget planning process for 2020-21 using the worst-case scenario in the approved MTFs (ie a budget gap of £13.1 million on the 2019-20 working budget, assuming a 5% increase in Council Tax). However during the autumn it became clear that the assumption around the level of inescapable pressure on services was not high enough and there was a need to recognise that some 2019-20 savings were undeliverable and risks in Children's Services could not be mitigated in the short term. Despite identifying more than £11 million of cost reduction proposals a significant budget gap remained before the provisional local government settlement was received in December 2019.

### **2020-21 Net Budget Requirement**

3.32 The net budget requirement is the amount of budget the Council requires to fulfil its functions. It is calculated using the previous year's budget as the baseline, adding any inescapable budget pressures and subtracting any budget reduction proposals.

3.33 Table 2 below sets out the proposed draft net budget for 2020-21 (£269.6 million including the Delegated Schools' Budget).

**Table 2: 2020-21 Draft Revenue Budget**

	2019-20 Working Budget	2019-20 Forecast Outturn @31/12/19	General Pay and Price Inflation	Grant Changes & Transfers into RSG	2019-20 Undeliverable Savings	Corporate & Service Specific Pressures	Cost Reductions Proposed	2020-21 Draft Budget
	£'000							
Financial Services	4,945	4,945	141		123	95	(425)	4,880
Corporate Activities	14,813	8,349	51			1,780	(825)	15,820
Corp Legal And Democratic Serv	3,159	3,045	67			40	(279)	2,987
Highways Transport Recycling	29,075	31,192	607	110	653	1,055	(291)	31,209
Housing & Community Development	8,939	9,201	291		480	30	(672)	9,069
Prop. Planning & Public Protection	5,784	5,798	162		471	105	(464)	6,058
Education (Inc Schools Delegated)	91,749	91,424	612		120	6,597	(511)	98,567
Adult Services, Commissioning	64,562	64,775	344	120		2,905	(4,070)	63,861
Childrens' Services	20,625	25,634	252		1,704	5,681	(2,221)	26,041
Commissioning Social Care	3,438	3,270	72					3,509
Workforce & Organisational Dev	1,366	1,501	70		200		(183)	1,454
Digital Services	4,963	4,718	130			108	(771)	4,430
Transformation & Communication	1,766	1,706	34				(85)	1,715
	<b>255,186</b>	<b>255,558</b>	<b>2,833</b>	<b>230</b>	<b>3,751</b>	<b>18,396</b>	<b>(10,796)</b>	<b>269,600</b>

3.34 Table 2 shows the Council's 2019-20 working budget and proposed changes across each service to provide a base budget for 2020-21, including

Additional funding as follows:

- £2.83 million for general pay and price inflation, including the proposed Local Government pay award
- £230,000 of specific grants that are transferring into the settlement passed on to services to meet ongoing costs
- £3.75 million for 2019-20 savings which have proven to be undeliverable and known Children's Services risks that materialised in 2019-20. These are funded in 2020-21 to ensure the budget is sustainable and to provide increased assurance that it will be deliverable.
- £18.4 million of inescapable budget pressures including:
  - £406,000 to meet the 5.71% increase in the Mid and West Wales Fire and Rescue Authority annual levy.
  - £450,000 for the Council Tax Reduction Scheme (CTRS). At a proposed council tax increase level of 5%, this is included as a pressure to meet the increased levels eligible under the scheme.
  - £6.60 million for the Education Service (including the Delegated Schools' Budget): £4.3 million for the additional cost of Teachers Pay and Pensions; £1.4 million to recognise Teaching and Learning Responsibility (TLR) allowances in the schools' formula; £207,000 to support an increase in the Capitation Allowance; together with £693,000 to recognise contract inflation, pupil number changes, and increasing Rates & Utilities costs in schools.
  - £5.68 million to realign the Children's Service base budget to meet existing placements, agency staff and legal costs reflected in the Services spend in 2019-20 of £4.9 million overspend. The service has developed a strategy which will safely reduce the number of looked after children and bring fewer children into the care of the local authority, which over the medium term will

reduce costs whilst continuing to ensure children are safeguarded and achieve best possible outcomes.

- £2.9 million to meet inescapable demand and cost pressures in Adult Social Care.
- £1 million mainly to meet the increased costs in insurance together with other corporate cost pressures.
- £1.05 million for Highways Transport and Recycling - £500,000 new growth in roads' maintenance funding and £505,000 to meet contract inflation and to support the waste to energy initiative, helping the council meet the Welsh Governments' target to reduce landfill.

Reductions in funding as follows:

- £10.79 million of cost reduction proposals, the detail of which is provided at Appendix C, with Impact Assessments on each of the proposals attached at Appendix I.

3.35 Delivery of these cost reductions will be essential to deliver a balanced 2020-21 budget. Assurance must be provided to Council that the budget is robust and that the reductions included in it are deliverable. This will also enable the Council and the Statutory Chief Finance Officer (S151) to sign off the budget with confidence. For the proposed budget, several budget challenge events have been held with officers to challenge and test the deliverability of each proposal. SLT has provided assurance to Cabinet that they can deliver the cost reductions within the required timescales, whilst also reflecting on any risks.

### **Financing the Draft Net Budget for 2020-21**

3.36 The Council's gross budget reflects the totality of the Council's costs including salaries and wages, the purchase of goods and services, premises costs and the revenue cost of financing our capital programme. The gross budget is financed by all the Council's income sources including AEF, council tax, fees and charges, specific grants and contributions from other bodies.

3.37 Income from fees and charges makes a significant contribution (£60 million+ per annum) to the Council's budget and the Council's approach to income generation is included in the MTFs. The Income and Cost Improvement Policy forms the framework within which income is reviewed annually.

3.38 The budget proposed for 2020-21 includes increasing of fees and charges in line with inflation, where permitted, and where appropriate, the principle of full cost recovery has been applied. The Fees and Charges register has been updated and it, together with an explanatory note, is attached as Appendix D and E.

3.39 The financing of the net budget comes from the Welsh Government settlement and Council Tax income. Table 2 summarises the 2020-21 budget requirement and how it will be financed and shows that Council funds 32% of the councils' net budget.

3.40 Table 4 below shows how the budget requirement for 2020-21 will be financed.

**Table 4**

REVENUE FUNDING	2019/20	2020/21	Change
AEF (RSG & NNDR Allocation)	£ 174.291m	£ 184.289m	£ 9.998m
Council Tax	£ 80.896m	£ 85.311m	£ 4.415m
<b>Total Projected Revenue Funding</b>	<b>£ 255.187m</b>	<b>£ 269.600m</b>	<b>£ 14.413m</b>

- 3.41 As can be seen the balancing of the Council's 2020-21 budget is dependent upon a 5% increase in the Council Tax in 2020-21, generating £4.27 million. In proposing this increase, consideration has been given to the affordability for Powys residents and the ongoing need to meet increasing demand and inescapable cost pressures on vital local services.
- 3.42 The setting of Council Tax is not subject to approval as part of this report, as this is a matter for full council determination. However, the report recommends the level of Council Tax to be included in the budget that goes to full Council on 28th February 2020. On 4th March full Council meets to set the Council Tax in line with the final budget. This meeting does not reopen the budget but ensures the Council sets Council Tax for billing purposes.

### **Draft Capital Programme 2020-30**

- 3.43 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right assets in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.
- 3.44 The draft strategy document at Appendix F provides a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, whilst considering the risks how these will be managed and the implications for future financial sustainability.
- 3.45 Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue cost reductions, and it is essential that both budget strategies are developed in tandem.
- 3.46 Broadly the programme covers three areas of expenditure. These are:
- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day to day activities that will ensure the Council meets its statutory requirements
  - a retained asset programme to improve or enhance the life of existing assets, and
  - an investment programme in schemes linked to the Council's strategic priorities; commercial schemes to generate income and increase the diversification of the Council's property portfolio or reduce the revenue costs of running and maintaining the assets.

3.47 The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
- Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies, and how they will be managed within the limited capital resources available.
- Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.
- The aim of this capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

3.48 During 2019-20 the Cabinet and EMT has introduced a new Governance Framework for the development of the Capital Programme, based on the Welsh Government Better Business Case approach, each project is developed through a series of gateways ensuring that the business case is robust and fully considers the benefits and costs of the individual project and that they align with Vision 2025. This enables the council to prioritise its capital investment whilst ensuring affordability.

3.49 The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed.

3.50 The Capital Strategy is attached as Appendix F. The strategy sets out the priorities for the next 10 years with the provisional Capital Programme totalling £532 million (including the Housing Revenue Account (HRA)). This is a significant commitment. The Capital Programme is included in Appendix F as part of the Capital Strategy.

3.51 The Council continues to invest in services that underpin the priorities set out as part of Vision 2025 as follows:

#### We will support our residents and communities:

- Housing - £235 million: The Council will continue to maintain the Welsh Housing Quality Standard achieved in 2018, and over the lifetime of the HRA business plan the service will look to invest in 250 new council dwellings.
- Leisure and Recreation - £4 million: The colocation of libraries with other services continues and self-service technology enables our customers to make increased use of the resources.
- Highways and Environment - £77 million: The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. The strategy will see £15.5 million invested in our Highway network over the next 5 years.
- Waste Strategy- £5 million: Powys County Council faces stringent Welsh Government (WG) statutory recycling targets. These are 64% for 2019-20 and 70% for 2024-25. In addition to this there is a target to reduce landfill to 10% by 2019-20 and 5% by 2024-25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service.

#### We will lead the way in effective, integrated rural health and care:

- Social Care - £3 million: The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. The schemes focus on accommodation options and the use of assistive technology, which has a key role to play in the modernisation of health and social care and offers greater choice to our residents and supports independent living

#### We will strengthen learning and skills:

- Schools - £158 million: to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

#### We will develop a vibrant economy:

- Regeneration, Property and Development - £8 million: The Council needs to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County.
- County Farms - £1 million: Effective management of County Farms estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the

council whilst noting the estate produces an annual surplus and has made a considerable contribution in capital receipts.

#### Information Technology:

- The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, Digital Services will invest in up to date cloud-based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless. In terms of applications Digital Services is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and improved integration between systems notably the WEB and Intranet.

3.52 The Capital Programme also identifies £18.2 million over the next ten years of unallocated investment which has been set aside to meet the costs of current pipeline projects and programmes currently being progressed through the Outline Business Case gateway. These include initial estimated funding for the Mid Wales Growth Deal and investment in our Digital Powys Programme.

#### **Draft Treasury Management Strategy**

3.53 A draft Treasury Management Strategy which is included within the attached Appendix F which sets out how the Council will ensure that it has enough funding available to fund its revenue and capital requirements and an appropriate strategy for borrowing and investing for the financial year 2020-21 and details the expected activities of the Treasury function.

3.54 The Treasury Management Strategy and Annual Investment Strategy is recommended to Full Council for approval in February.

#### **Prudential Indicators**

3.55 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full within the Capital and Treasury Management Strategy Appendix F. The tables include the revised estimate for 2019-20, as well as the indicators through to 2028-29.

3.56 The key indicator of affordability is the estimate of the ratio of financing costs to net revenue stream, in section 5.2 of Appendix F. The ratio of financing costs for the council fund is 3.06% in 2020-21 rising to 7.52% in 2028-29. The amount of HRA income required to pay for financing increases is 22.54% in 2020/21 rising to 25.27% in 2028-29.

3.57 The capital financing requirement (CFR) is shown at section 2.2 of the Appendix and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue. The CFR is £295 million in 2019-20 and will rise to £354 million by the end of 2028-29, and £95 million increasing to £119 million for HRA debt.

- 3.58 The operational boundary, in section 3.2 and authorised limits for external debt in section 3.3 both reflect the Treasury Management policy and are set at a level to be affordable and prudent.
- 3.59 The authorised limit for 2020-21 will be the statutory limit under Section 3(1) of the Local Government Act 2003. It is recommended that the level for the authorised limit is set at £429 million and the Operational Boundary is set at £399 million.
- 3.60 The Minimum Revenue Provision (MRP) Policy Statement is included at Section 2.3.
- 3.61 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs, it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.
- 3.62 MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2019 the total Voluntary Revenue Payments utilised was £8.4 million, with the expected total overpayments being £19.5 million.

## **Reserves**

- 3.63 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial stability. They provide a safeguard against risk, unusual events and future financial pressures.
- 3.64 In assessing the appropriate level of reserves, the Authority will ensure that the reserves are not only adequate, but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.
- 3.65 The Reserves Policy (Appendix G) establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 3.66 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's Budget setting process.
- 3.67 The level of reserves held and their forecast use in 2019-20 is reported monthly to Cabinet as part of the budget monitoring report and Table 5 below reports the opening and projected balance of the reserves at year end. This is based on the position as at 31<sup>st</sup> December 2019.

## **Table 5**

Summary	Opening Balance (1st April 19) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 20) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,065	- 87	- 754	8,224
Budget Management Reserve	3,584	-	-	3,584
Specific Reserves	7,909	- 839	184	7,254
Transport & Equipment Funding Reserve	6,493	- 330	-	6,163
Schools Delegated Reserves	78	- 2,646	- 208	- 2,776
School Loans & Other Items	- 371	7	-	- 364
Housing Revenue Account	1,111	2,168	120	3,399
<b>Total</b>	<b>27,869</b>	<b>- 1,727</b>	<b>- 658</b>	<b>25,484</b>

- 3.68 MTFs Principle 6 is to maintain a minimum general reserve provision of 3% of net revenue expenditure over the period of 2020-25. The projected balance as at 31 March 2020 will be 4.2% in line with this principle.
- 3.69 The level of reserves held has been assessed alongside the overall budget proposal. Reserves held in the Transport and Equipment Fund, previously set aside to support the Capital Programme, will continue to be used in 2020-21.
- 3.70 The current and projected financial position of our Schools continues to be a challenge, the additional funding included in the budget plan assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but ultimately represent a potential council risk. It is essential that compliance work continues to be undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
- 3.71 The use of these reserves will continually be reviewed particularly if alternative funding sources become available. The reserves position will be monitored carefully on a monthly basis as the financial year progresses. Under Section 26 of the 2003 Local Government Act, an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

### **Impact Assessment**

- 3.72 There are Impact assessments for each of the service cost reduction proposals, attached at Appendix I. An impact Assessment for the whole 2020-21 budget will be presented to Council on the 28<sup>th</sup> February.

## **4. Resource Implications and Section 151 Officer Opinion**

- 4.1 The Local Government Act 2003 requires an authority's Section 151 officer to give a formal opinion as to the robustness of the budget estimates and the level of reserves

held by the Council. This section of the report provides the Section 151 Officer's formal opinion.

- 4.2 Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person, in this case, the Head of Finance and Section 151 Officer.
- 4.3 The draft budget has been produced within the framework of the draft MTFS. The introduction of scenario planning has ensured that the budget is developed in a prudent and flexible way, highlighting the risk faced by the Council as a result of changes in funding and increasing financial pressures, and offering some choice in how our resources are prioritised and the risk mitigated.
- 4.4 The process has been strengthened further with the development of Integrated Business Plans for each service, these plans capture the services' objectives and highlight their roles and responsibilities in supporting the Council's Vision 2025 Corporate Improvement Plan, along with the intended outcomes for service users and / or residents.
- 4.5 The Integrated Business Plans ensure that all elements of delivering the service are considered in a holistic way. Statutory obligations pay and price pressures, income streams, demographic changes and the impact on service demand, new responsibilities and changes in regulation are all thought through. Services assess options for service delivery, workforce and capital requirements, and calculate the budget requirement and the cost reductions that can be achieved whilst assessing the impact and risk associated with them.
- 4.6 The Council's MTFS guides the development of these plans and the 2020-21 implications are set out in the draft budget and draft 2020-2030 capital programme. A process of challenge and review undertaken with each Head of Service and the Executive Management Team provides assurance on the completeness and robustness of the estimates, whilst highlighting the risks associated with its deliverability.
- 4.7 This strategic approach to allocating resources ensures that the budget plan fully considers the delivery of Vision 2025, the transformation programmes we need to deliver and ensures that service improvement and appropriate levels of statutory provision are all included. Revenue and capital budgets are aligned and ensure that our limited resources are prioritised to achieve maximum effectiveness in securing outcomes.
- 4.8 The level of cost reduction required in 2020-21 is again a significant challenge. When this is coupled with the need for improvement and the identification of further potential pressure in some services a prudent approach must continue to be adopted to support financial stability. Against that background, the draft budget includes a risk management allocation and the removal of prior years' unachievable savings from the 2020-21 budget adds resilience and robustness to our budget plan.
- 4.9 A series of documents and policies constitute the budget framework including the Reserve Policy. This has been set in consideration of several key factors such as the strengthened approach to risk management. The level of general reserves is appropriate to deal with unknown risks and is consistent with the levels held by other

councils. Even so, the position going forward will require reserves to be maintained at a prudent level. It is evident that, given future pressure and the need to deliver savings, the levels proposed in the budget and MTFS should not be reduced.

- 4.10 The current and projected financial position of our Schools continues to be a challenge. The additional funding included in the budget plan assists schools in meeting the inescapable pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but, ultimately, represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
- 4.11 The Council has well established budget monitoring and internal control arrangements and these act as an effective early warning system in identifying potential problems and for managing potential areas of risk. This ongoing regular review highlights problems and risks early so that corrective action can be put in place and this is supported by a clear virement process which provides some flexibility to adapt expenditure patterns to meet changing needs and objectives.
- 4.12 The Local Government Revenue Settlement for 2020-21 provides Powys with an increased level of funding not seen in over a decade. But there is no indication that this level of funding will continue beyond one year, the level of uncertainty at a UK level remains.
- 4.13 The Council's budget continues to be set within this uncertainty. We continue to face significant pressures to manage the increasing demand for services whilst driving improvement across Social Care and Education. The proposed increase in council tax will help mitigate the position but the Council must seek other opportunities to identify alternative sources of funding.
- 4.14 Taking all the above into account, the Section 151 Officer concludes the estimates used in the budget proposal for 2020-21 are adequately robust but significant risk remains. Based on the assessment of reserves the overall level is adequate but remains at the lower end of acceptability given the scale of savings required over the medium term.

## **5. Legal Implications**

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

## 6. Members' Interests

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

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p><b>That Cabinet approves in draft the:</b></p> <p><b>1. MTFS for 2020-2025 as set out in Appendix A to the report be agreed in principle.</b></p>	<b>To aid business planning and development of the budget over a three-year period</b>
<p><b>2. Draft Revenue Budget for 2020-2021 with the inclusion of a 5% increase in Council Tax shown in the Financial Resource Model in Appendix B and Table 2 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>3. Fees and Charges Register in Appendices D and E.</b></p>	<b>To comply with Powys County Council Income Policy</b>
<p><b>4. Capital Strategy and Capital Programme for 2020-30 shown in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>5. Minimum Revenue Provision Statement as set out on Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>6. Treasury Management Strategy and the Annual Investment Strategy in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>7. Authorised borrowing limit for 2020-21 as required under section 3(1) of the Local Government Act 2003 at £429 million as set out in section 3.58 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>8. Prudential Indicators for 2020-21 as set out in section 3.54 to 3.61 of the report and Appendix F.</b></p>	<b>Statutory Requirement</b>

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

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	<b>Chief Executive</b>
<b>Date by When Decision to Be Implemented:</b>	<b>1<sup>st</sup> April 2020</b>

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

### **Background Papers used to prepare Report:**

Welsh Government Provisional Settlement  
 WLGA Briefing Welsh Government Draft Budget and Provisional LGF Settlement 2020-21  
 Office for Budget Responsibility Economic and Fiscal Outlook March 2019  
 Analysis of the Welsh Government Draft Budget 2020-21: Wales Fiscal Analysis “Austerity is over – for now” December 2019

### **List of Documents**

Appendix A Medium Term Financial Strategy  
 Appendix B Financial Resource Model  
 Appendix C Cost Reductions Proposals  
 Appendix D Income Guidance Note  
 Appendix E Fees and Charges Register  
 Appendix F Capital & Treasury Management Strategy  
 Appendix G Reserves Policy  
 Appendix H Budget Consultation Report  
 Appendix I Impact Assessments



# **Powys County Council's Medium Term Financial Strategy 2020 to 2025**



**Yn agored a blaengar - Open and enterprising**

## Foreword by the Leader

This Medium Term Financial Strategy (MTFS) sets out how the Council will develop its financial plans and manage its finances over the next few years and over the medium term.

We continue to plan in challenging and uncertain times, and for the first time in a decade Powys has received a much welcome improvement in the funding that it receives from Welsh Government. This will go some way to ease the pressure on Council services. However, the Council's budget remains under significant pressure as service demand, our costs and investment requirements continue to rise.

The Cabinet has worked with the Welsh Local Government Association to highlight the financial pressures faced by Councils and the impact a decade of poor settlements has had on the services we provide for our residents.

In the Autumn we delivered a comprehensive document to Welsh Government Ministers "A Rural Cost Analysis of Powys" (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>) which highlights the challenges we face in delivering services in the largest rural authority in Wales.

We were not asking for special treatment but for recognition that delivering services in Powys is far more costly than urban areas and we therefore need more funding to provide a level playing field.

Over the last decade the funding we received from central government has fallen by around 20 per cent as a result of austerity and changes to national spending priorities at a time when pressures, particularly within social care, have been increasing year on year.

The council has managed this reduction in spending power by reducing our overall spending by approximately £100 million per annum over the same period and having to increase council tax year on year. Our focus has been on improving efficiency and as far as possible protecting crucial front line services from cuts whilst improving the quality of our social services for children and adults across the county.

The combination of these factors, and continued uncertainty nationally around the economy and public finance outlook, mean that we continue to face one of the most challenging periods in the history of Powys County Council. We must push ahead with our programmes of transformation across all our services while maintaining our focus on delivering high quality local services to our residents.

The case for transforming education provision across the County is now widely recognised. We have reached a point where we need to consider how we reshape our education system so that it can provide lifelong learning opportunities for all our young people and equip them with the skills and knowledge they need to fulfil their potential. In its recent inspection of the Council's Education Services Estyn expressed concern about the organisation of provision across Powys, challenging the authority to "ensure that the organisation of provisions of non-maintained, Post 16, Welsh medium and secondary education meets the needs of the children and young people

of Powys”. The council will set out a programme of reform that can deliver a high performing education system for all learners in Powys to strengthen our provision across the authority and plan an education service that can be a matter of pride to all who live in Powys.

This revised MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. This is supported by a new approach to allocating our resources which ensures that our limited resources are prioritised on securing outcomes that matter most to our residents. Our vision set out in our Corporate Improvement Plan Vision 2025 (<https://en.powys.gov.uk/vision2025>) is that by 2025 Powys will be widely recognised as a fantastic place in which to work, live and play. By being open and enterprising this Council wants to work with partners and communities to deliver our vision.

In the last couple of years we have increased the pace of improvement within the Council. When measured against the other twenty one councils in Wales, using national indicators for 2018-19, Powys ranks 5<sup>th</sup> overall. We also now have a significant transformation programme in place which is starting to deliver at pace and will bring substantive benefits to our citizens and communities as well as to the way we work.

We note and welcome Welsh Government’s commitment to seek greater collaboration across local government boundaries rather than changing local government structures. We were already fortunate to have a unique position in Wales where the Council has the same boundary as our single Local Health Board. The future will see integrated working develop further as we deliver the services that the people of Powys expect and deserve.

The Cabinet has a bold and ambitious programme to see Powys play a significant role in the region’s economy and the close collaboration with Ceredigion continues in order to gain a growth deal that will have a greater significance beyond the economic agenda. It is essential that we see Powys retain its young people in new and innovative employment sectors whilst recognising that our traditional sectors of agriculture and tourism will also expand and flourish. There is a close link to our funding settlement because if we can increase employment and the numbers living in our county we will attract more funding to deliver key services. This will help secure the County as a place that provides the right environment for communities and business to thrive.



**Rosemarie Harris**  
**Leader of Powys County Council**

## **Introduction**

This document is the financial strategy for Powys County Council for the period 2020 to 2025. It has been developed as part of the overall strategic planning process alongside Vision 2025, the Council's Corporate Improvement Plan. The strategy captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2020/21, and indicative budgets for the following 4 years to March 2025. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.

This financial strategy includes all Council services activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 5-year budget model and a 10 year Capital Programme.

The model sets out how a balanced budget will be developed for 2020/21.

The model identifies the estimated requirement for the Council to find ways to reduce its spending by around £32 million per annum over the five-year period of this strategy. Given that local government does not yet have funding information from Welsh Government beyond 2020/21, this assessment is based on indicative figures focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best available information. However, forecasting for future years is difficult to predict with any great certainty and is subject to multiple internal and external influences.

## **MTFS Principles**

As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2020-25 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:

1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.

6. The Council's General Fund reserve will be maintained at a minimum of 3% of Gross Revenue Expenditure over the period of the MTFS.
7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

### **Strategic Context**

Although the UK Chancellor recently signalled an end to austerity as yet there is no clarity about the totality of the UK Government's public spending plans beyond 2020-21. This will be determined by the economy, the impact of Brexit, taxation policy and policy priorities. The Council's settlement will be determined by decisions made by the Welsh Government on how to allocate the funding settlement it receives from the UK Government.

The Office for Budget Responsibility (OBR) reported in March 2019 that economic growth in the UK and globally had slowed since the Budget in October, leading it to revise down their near-term GDP forecast. But tax receipts performed better than expected in the final months of 2018-19, and this together with downward pressure on debt interest spending from lower market interest rates, has delivered a modest medium-term improvement in the public finances. The Chancellor has banked most of it in lower borrowing but has spent some on higher planned public services spending. Of the six forecasts the OBR has produced since the European Union (EU) referendum, four have shown an improved outlook for the public finances and two have shown a deterioration – but each one has been accompanied by some fiscal giveaway.

The economic implications of Brexit are an unknown in forecasts. The OBR has stated that the long-term impact on the UK economy will depend on the agreement that is reached with the EU the OBR will adjust its assumptions, as necessary, for the eventual agreements on trade, migration, budget contributions and other issues. The forecast assumes a relatively smooth exit from the EU. A disorderly one could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances. The scale is very hard to predict, given the lack of precedent.

In December 2019 Wales Fiscal Analysis<sup>1</sup> produced a briefing<sup>2</sup> which shows that for the first time in almost a decade, the Welsh Government was able to increase funding for most spending areas and avoid further cuts.

The Welsh revenue settlement is set to increase by £593 million in 2020-21 relative to 2019-20 – a real-terms increase of 2.3%. Welsh Government plans to draw down £125 million in resource funding from the Wales Reserve in 2020-21, which held £306 million resource funding at the start of 2019-20. There were no changes to devolved tax policies, with the Welsh Rates of Income Tax maintained at 10p in the pound. The 2020-21 budget will be the first in which relative trends in the income tax base in Wales will influence the size of the budget. Overall, the forecasts indicate a small but positive effect from tax devolution on the Welsh budget for 2020-21, with forecast revenues slightly higher than projected block grant adjustments. Forecasts for Non-Domestic Rates revenue are also higher, which has boosted redistributed revenues to local authorities. Given these funding sources, and after allocations made to budget expenditure lines, the Welsh budget has £103 million of unallocated fiscal resource funding, which could be allocated at the final or supplementary budgets.

The real-terms increases in the Welsh Government's resource budget of 1% for 2019-20 and 2.3% in 2020-21 represent a step-change compared to the average fall of 0.7% per annum in real-terms between 2010-11 and 2017-18. However, Welsh Government day-to-day spending in 2020-21 will remain 3% below its 2010-11 level in real-terms. Accounting for population growth during this time, on a per capita measure, funding will be around 6% lower.

Meanwhile, the Welsh Government's capital budget for 2020-21 will increase by 2.4% this year. The Welsh Government will also borrow £125 million to fund capital spending in 2020-21, while repayable financial transactions from the UK government accounts for more than a tenth of available capital financing. On top of existing plans for 2020-21, the Welsh Government allocated an additional £545 million for capital spending in this Draft Budget, including £145 million for decarbonisation and biodiversity projects.

The Local Government Revenue Settlement for 2020/21 represents by far the fastest growth in funding for Welsh local authorities in over a decade. The Revenue Support Grant and redistributed NDR revenues will increase by £184 million compared to 2019-20. Including specific grants, total support for local authorities will increase by 1.8% in real terms from 2019-20. For individual local authorities, core funding increases for 2020-21 range from 3.0% for Monmouthshire to 5.4% for Newport (1.2% to 3.5% in real terms). By contrast, for 2018-19 and 2019-20, floor funding was provided to limit individual authority funding decreases to 0.5% and 0.3% respectively.

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<sup>1</sup> Wales Fiscal Analysis is a programme led by the Wales Governance Centre within Cardiff University, funded by Welsh Government and public sector partners to provide analysis and research into Welsh public finances.

<sup>2</sup> Analysis of the Welsh Government Draft Budget 2020-21: Wales Fiscal Analysis "Austerity is over – for now" December 2019

It remains to be seen whether 2020-21 represents a turning point or a temporary improvement in local government fortunes. The Welsh Local Government Association had estimated that local authorities required a £254 million uplift in their base budgets to maintain existing service provision during 2020-21 (due to increase demand and pay and price inflation), against an increase from Welsh Government of £184 million. Against that background, councils across Wales are expected to increase council tax in 2020-21 to help bridge the gap between the funding available and the cost of providing high quality, accessible local services.

### UK Government budget and outlook

The UK Draft Budget document repeatedly acknowledges the current uncertainty surrounding UK public finances. The 2019 Spending Round commitments - which were the basis for the Welsh Government's assumed block grant for this budget – were made before a full budget event and without updated economic and fiscal forecasts from the Office for Budget Responsibility. A full multi-year spending review was postponed until 2020. Although multi-year settlements have been set for the NHS and schools in England, the eventual implications of these for the Welsh budget is uncertain, since they could be funded by cuts to other areas also devolved to Wales.

We will gain a clearer picture of the prospects for the Welsh budget in February, when the UK government publishes its promised budget. Manifesto spending commitments would mean approximately an additional £80 million in revenue spending in 2020-21. Larger capital spending commitments would mean an additional £182 million for 2020-21, with further capital spending a possibility within the new fiscal rules.

However, the limited scope of the day-to-day public spending commitments and tax cuts in the Conservative manifesto was testament to a likely worsening picture for the public finances next year. The OBR has published a re-stated March 2019 forecast showing the large effect of accounting changes on forecast government borrowing. Already made spending commitments and slower growth forecasts will leave very little room for further spending increases. Over coming years, the 'triple-tax lock' manifesto pledge not to raise Income Tax, National Insurance Contributions or VAT, along with a stated preference for more tax cuts, will limit spending growth under this government, if the Chancellor is to meet his new fiscal targets. The Welsh Government Chief Economist's report notes that a worse-case 'No-Deal Brexit' at the end of the transition period could mean a significant reduction in the resource budget of around £900 million to £1 billion in 2021-22, though this assumes the Chancellor would stick to his fiscal rules in such a scenario.

Therefore, this year's funding increase from the UK government may prove to be only a temporary respite for the Welsh Government. Meeting ever increasing demand for public services without increasing taxes is likely to be unsustainable at the UK level. In the absence of UK government action, whether to meet this challenge at a Welsh level using limited devolved tax powers may well be a key consideration at future Welsh budgets.

## **Local Context**

Powys County Council has taken action to reduce its spending by more than £100 million over the last decade as a response to cuts in government funding and the need to meet inescapable additional costs in some areas.

The local context affecting our funding and demand for services is well recognised and heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. Powys has a higher than average older population that is predicted to increase at a faster rate than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people above retirement age to the County. Conversely, the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people. Further and higher education and career opportunities are the main contributors to this trend.

These factors in combination present significant challenges to the Council. As evidenced in the Rural Cost Analysis (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>) the provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance.

This Council understands its legal obligation to set and deliver a balanced budget each year and has a significant transformation programme underway to improve the quality of key services such as education, social care, highways, transport and recycling while also reducing our operating costs over the medium term.

On the current modelling, to deliver a balanced annual budget between April 2021 and 2025 the Council will need to reduce its spending by more than £50.8 million and to increase council tax by 5% year on year. This will be achieved through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.

## **Vision 2025 – Our Corporate Improvement Plan 2018 - 2023**

Vision 2025 was approved by full Council in April 2018 and it sets out the long-term vision for the council under four priority areas (aligned to the Wellbeing of Future Generations Act 2015 objectives):



- **The Economy** - We will develop a vibrant economy
- **Health and Care** - We will lead the way in providing effective, integrated health and care in a rural environment
- **Learning and Skills** - We will strengthen learning and skills
- **Residents and Communities** - We will support our residents and communities

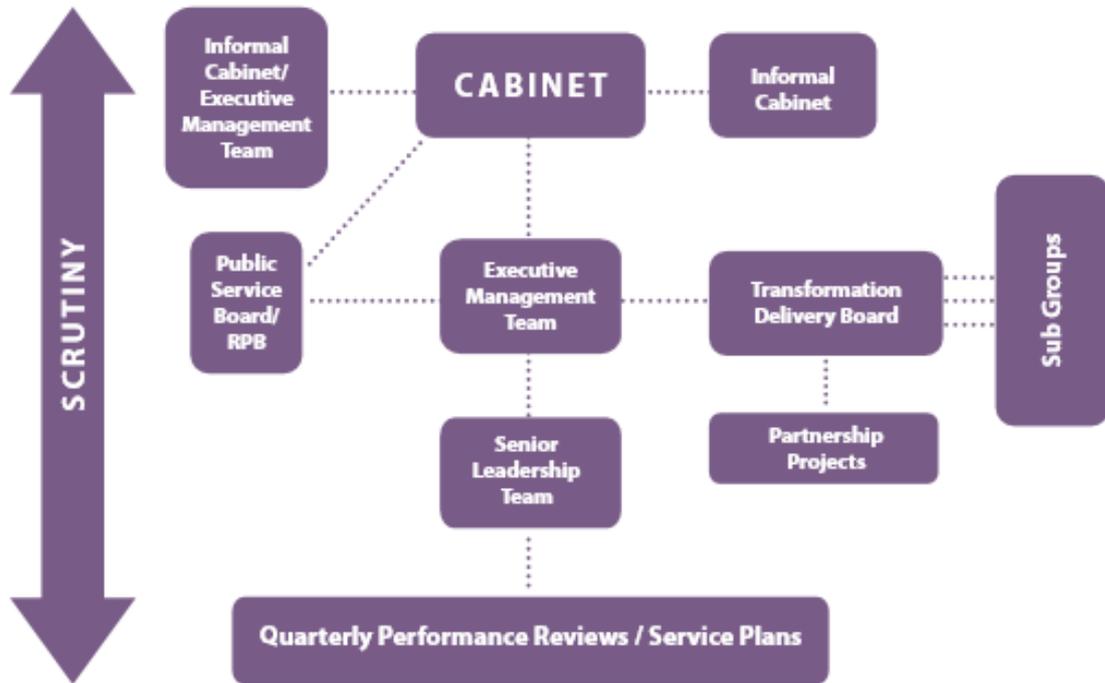
The Corporate Improvement Plan is our road map for the next five years, setting out our top priorities and milestones, including those we are working on with our partners which are also articulated in the Powys Public Services Board Wellbeing Plan Towards 2040, and the Powys Regional Partnership Board Joint Area Plan A Healthy Caring Powys.

The Council has reviewed the Plan to ensure that it remains appropriate and to extend it to 2025. The updated Plan, Vision 2025 (2020-25), will be presented to full Council in March 2020 for approval.

### **Delivering Vision 2025: Transforming the Council**

The Council has an ambitious Transformation Programme in place to help deliver Vision 2025, the governance of which is shown in the diagram below.

## Governance of Transformation



The Vision 2025 Transformation Programme contains nine key programmes as shown in the diagram below.

# DELIVERING VISION 2025

## TRANSFORMING OUR COUNCIL - HOW WE WILL DO THIS

**Transformation Delivery Board**  
 Chair: Powys County Council Leader  
 Cllr Rosemarie Harris

<p><b>21st Century Schools Transformation</b></p> <p>Senior Reporting Officer: Dr Caroline Turner</p> <p>Lead Officer: Emma Palmer</p>	<p><b>Affordable Housing</b></p> <p>Senior Reporting Officer: Nigel Brinn</p> <p>Lead Officer: Nina Davies</p>	<p><b>Brecon Place Based Strategy</b></p> <p>Senior Reporting Officer: Nigel Brinn</p> <p>Lead Officer: Emma Palmer</p>	<p><b>Extra Care</b></p> <p>Senior Reporting Officer: Ali Bulman</p> <p>Lead Officer: Dylan Owen</p>	<p><b>Tyfu Conolbarth Cymru Growing Mid Wales</b></p> <p>Senior Reporting Officer: Nigel Brinn</p> <p>Lead Officer: Nina Davies</p>	<p><b>NORTH POWYS Wellbeing</b></p> <p>Senior Reporting Officer: Ali Bulman</p> <p>Lead Officer: Dylan Owen</p>
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**DIGITAL POWYS**

Senior Reporting Officer: Vanessa Young

Lead Officer: Diane Reynolds

**INTEGRATED BUSINESS PLANNING**

Senior Reporting Officer: Vanessa Young

Lead Officer: Jane Thomas

**WORKFORCE FUTURES**

Senior Reporting Officer: Vanessa Young

Lead Officer: Paul Bradshaw

**Portfolio Holders:**

- ▶ 21st Century Schools – Cllr Phyl Davies
- ▶ Affordable Housing – Cllr James Evans
- ▶ Brecon Place – Cllr Phyl Davies
- ▶ Digital Powys – Cllr Graham Breeze
- ▶ Extra Care – Cllr Myfanwy Alexander
- ▶ Growing Mid Wales – Cllr Rosemarie Harris
- ▶ Integrated BP – Cllr Aled Davies
- ▶ Workforce – Cllr Graham Breeze

The Programme is governed by a Transformation Delivery Board comprising the Cabinet and the Executive Management Team and progress of each programme is included in the Council's performance management reports which are presented to Cabinet each quarter. There are service transformation programmes also underway across the Council and progress on these also reported to the Board at regular intervals.

### **Medium Term Financial Planning**

The Council's budget planning has traditionally been determined using an incremental budgeting approach and has tended to focus on one year with limited development over the longer term. This will not deliver a sustainable financial position for the Council going forward. The Council is therefore moving to an Outcome Based Budgeting approach, focused on the medium to long-term and aligned to service and workforce planning.

The strategy is based on an approach which brings together all elements of the Council activity to deliver Vision 2025, a programme of transformation, and one which encompasses service improvement and delivers appropriate levels of statutory service. It will better align revenue and capital to ensure that our limited resources are prioritised to achieve maximum effectiveness and based on securing outcomes that matter to our residents.

The strategy is supported by a detailed five year budget model, this has been strengthened in recent years with the development of service financial models which inform the corporate plan. The budget model has been improved with scenario planning across Best, Most Likely and Worse case scenarios. Funding, pay and price pressures and changes in service demand have been modelled on this basis and the budget gap identified for each year of the plan. This provides the basis for the allocation of funding to each service.

A new Integrated Business Plan has been developed by each service building on previous Service Improvement Plans and capturing all service objectives, expenditure and workforce implications.

Service Evaluation is key to the process, performance, cost analysis, benchmarking, regulatory recommendations, proposals for improvement and Service User / Resident Feedback all feature. The objectives for the services which align to the 5 ways of working and the 7 Well-being goals of The Well-being of Future Generations (Wales) Act 2015) and meet statutory requirements and legislative changes are defined.

In finding sustainable solutions for service delivery objectives should broadly align to any 1 of the following requirements:

- Objectives to redesign services to deliver them more efficiently, effectively or in an alternative manner.

- Objectives that identify key delivery partnerships or outsourcing opportunities
- Objectives that realise opportunities to stop delivering services because requirements or priorities have changed, allowing the planned release of resources.
- Objectives that realise opportunities to generate additional income.

Workforce implications are identified and inform the council's workforce development and training needs. Risks and impact are assessed and defined.

The service area budget is developed based on the allocation of resource to deliver each of the objectives. These individual Integrated Business Plans form the overarching Plan and budget for the Council.

### **Funding Assumptions**

The Welsh Government provides funding to the Council in the form of a Revenue Settlement Grant (RSG) and a share of the National Non-Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF), which represents approximately 68% of our funding.

The Provisional Settlement or Aggregate External Funding (AEF) figure was announced on 16th December 2019 at a level of £184.289 million. Funding in Powys has increased in cash terms by £9.508 million a 5.4% increase. Wales as a whole had a 5.6% increase. When the settlement is adjusted for transfers in (Schools' pay and pensions £2.06 million, and Funded Nursing Care (£99,000)). The revised increase is adjusted to 4.2% and 4.3% for Wales. Powys ranked 14th in terms of its increase, Newport was highest at 5.4%, and Monmouthshire the lowest at 3%.

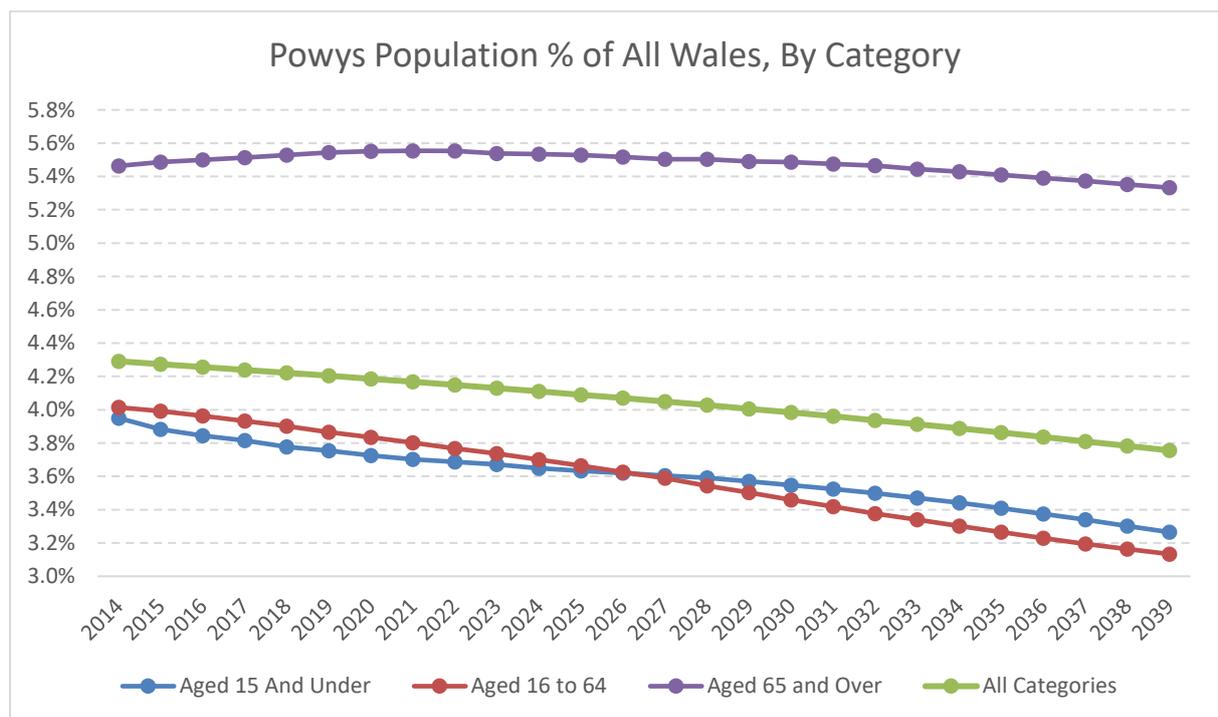
Powys receives £1,395 of funding per capita, compared to the Wales average of £1,426 and the year on year change ranks 17th out of all the Unitary Authorities.

Powys collects NNDR (more commonly known as Business Rates) from businesses within the county. These funds are pooled at a national level and redistributed to Councils via a formula. Powys receives over £13m more than it collects.

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

Dataset <sup>1</sup>	All Wales			Powys			
	2019-20	2020-21	%	2019-20	2020-21	%	Rank
	Final	Provisional	Difference	Final	Provisional	Difference	
Population <sup>2</sup>	3,134,476	3,136,749	0.1%	131,721	132,084	0.3%	10
Pupil Numbers - Nursery and Primary	264,060	263,655	-0.2%	9,755	9,746	-0.1%	12
Pupil Numbers - Secondary in year groups 7-11	158,634	161,806	2.0%	6,297	6,306	0.1%	19
Free School Meals - Primary <sup>3</sup>	45,270	45,270	0.0%	1,034	1,034	0.0%	1
Free School Meals - Secondary <sup>4</sup>	26,400	26,400	0.0%	637	637	0.0%	1
Children in out of work families <sup>5</sup>	126,900	126,900	0.0%	2,900	2,900	0.0%	1
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	80,657	79,026	-2.0%	1,605	1,480	-7.8%	18
IS/ JSA/ PC claimants - 65+	110,054	105,082	-4.5%	4,466	4,248	-4.9%	16
IS/ JSA/ PC/UC (not in employment) claimants - all ages	191,177	184,558	-3.5%	6,084	5,740	-5.7%	18
SDA/DLA/PIP claimants - 18 to 64	143,665	142,023	-1.1%	4,544	4,502	-0.9%	12

The total number of people living in Powys is declining which impacts on the amount of funding we receive. This is further compounded as population in other Authorities and across Wales is rising leading to further impacts for Powys on the distribution of funding. This trend is set to continue and is reflected in the funding assumptions we make.



Powys has seen a continued decline in pupil numbers over the last ten years and although numbers are stabilising, they are not projected to recover to their former levels. Even if maintained at their current levels, the increase in numbers elsewhere in Wales will potentially mean we have less funding in our future settlements.

Welsh Government have not provided any settlement figures for future years. The table below models the percentage change in AEF if a reduction were applied. A 1% reduction equates to £1.84 million.

% Change in AEF	0.50%	1.00%	1.50%	2.00%	3.00%	4.00%	5.00%
Impact £k	£ 921	£ 1,843	£ 2,764	£ 3,686	£ 5,529	£ 7,372	£ 9,214

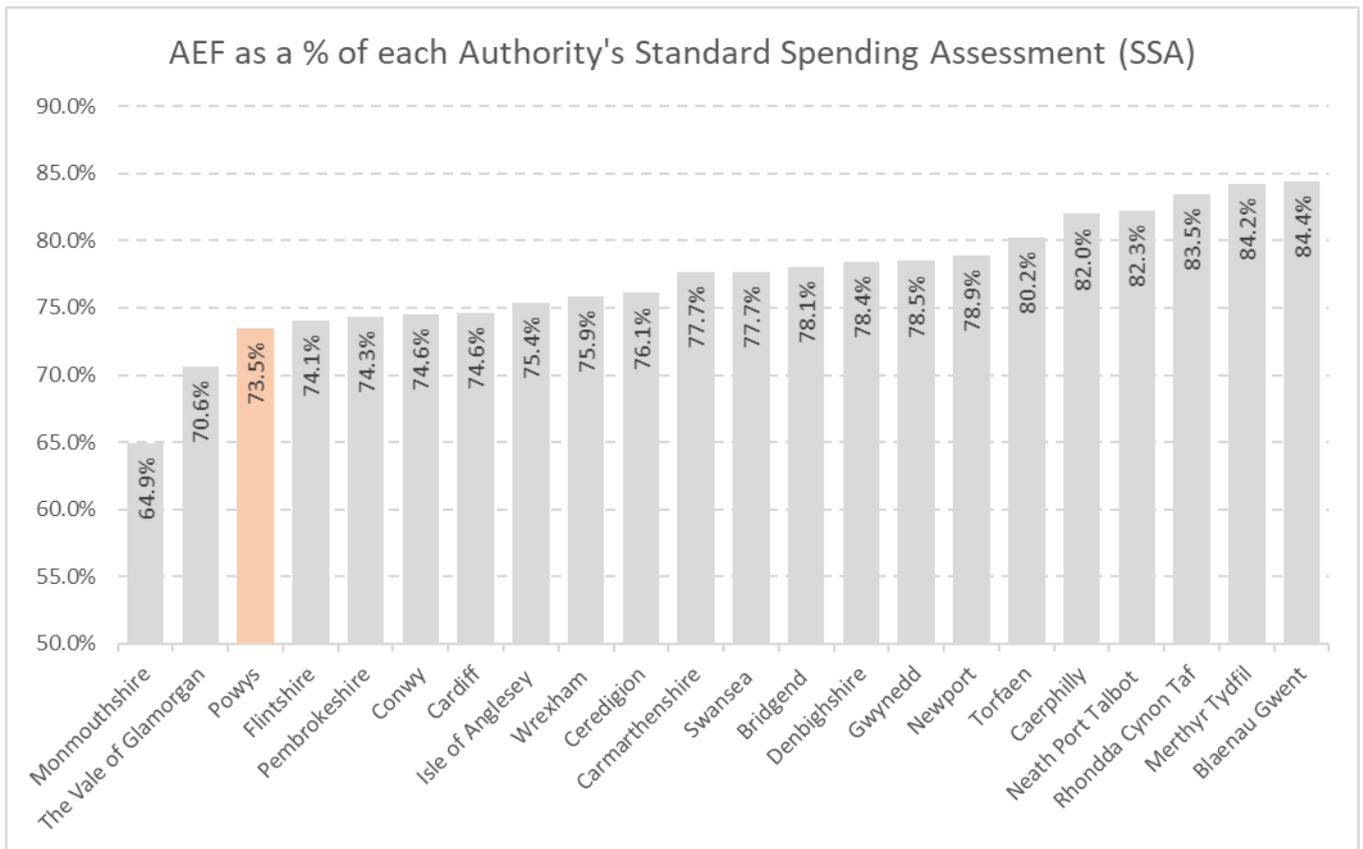
Due to the amount of funding delivered to the Council in this way, any change can be significant and in order to plan over a 5-year period we have modelled a number of funding scenarios ranging from plus or minus 2%.

### Specific Grants

In addition to the AEF, Councils also receive specific grants which are accompanied by specific terms and conditions as to how they can be used. We receive around £65m of grant funding each year. These grants have also declined in recent years and where a grant has been reduced or withdrawn, the Council’s policy is that the service funded by the grant also reduces or ceases.

### Council Tax

Council Tax represents around 32% of the Council’s Net revenue budget. Powys’ Council Tax contribution is greater than other Authorities. Most other authorities collect less because they have a greater share of the RSG. The below graph shows the percentage of each Local Authority’s Standard Spending Assessment covered by central funding (AEF).

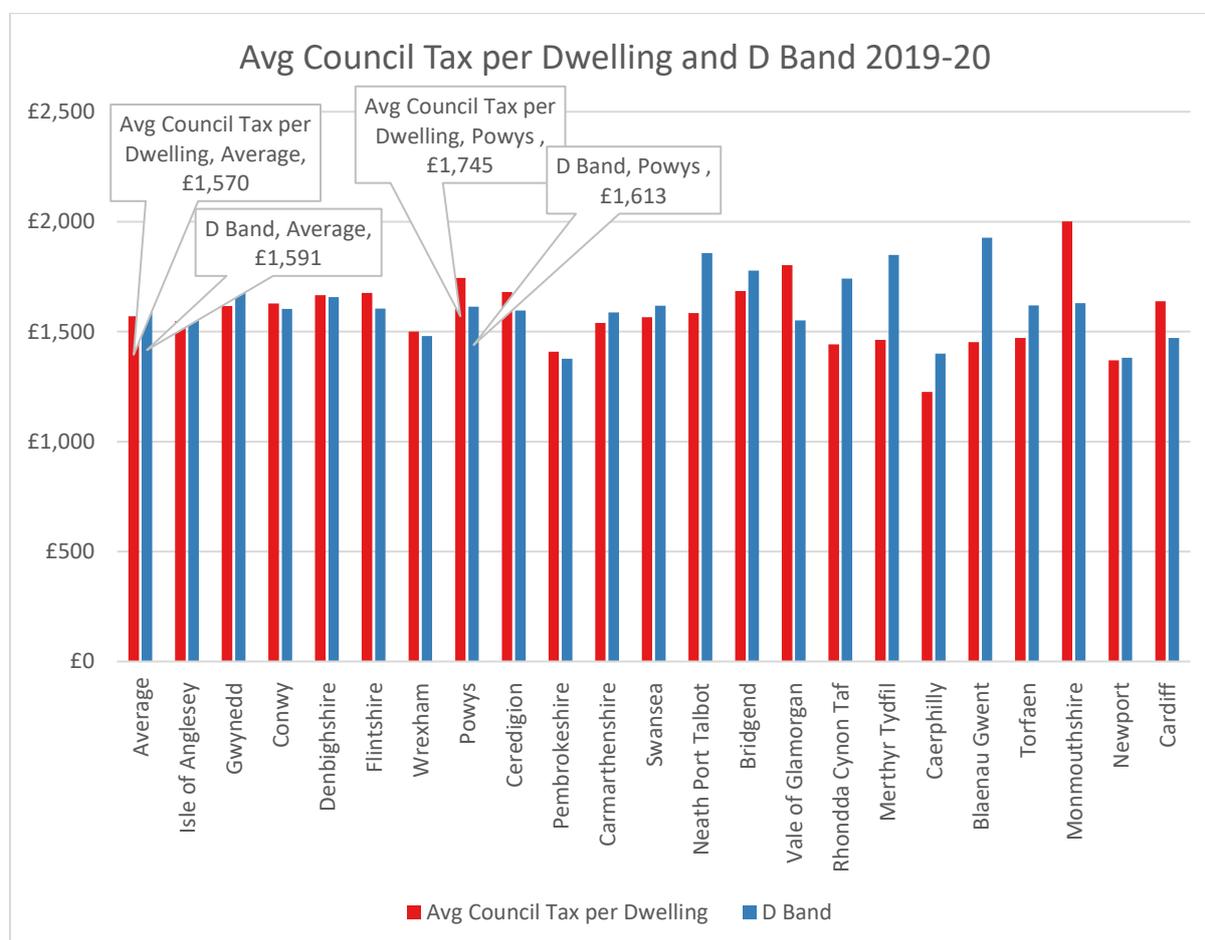


In our financial model (FRM), we are proposing an increase in Council Tax each year of 5% for future years.

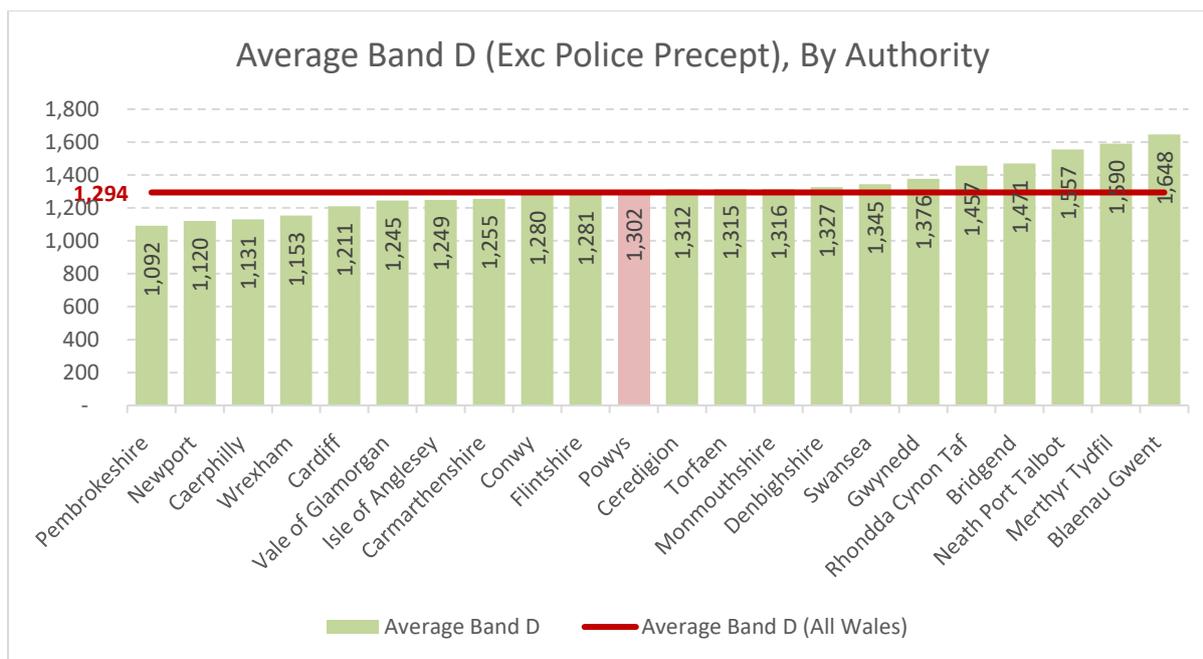
The total Council Tax households will have to pay will be affected by decisions from public bodies, including Community Councils and the Police Authority. The following table indicates the additional permanent funding that Council Tax increases ranging from 1% to 10% would produce from 2021/22.

% change in council tax	1.0%	2.5%	5.0%	7.5%	10.0%
Impact on council tax - £'000	853	2,133	4,265	6,398	8,530

A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County. Average council tax per dwelling in Powys for 2019/20 was the 3rd highest in Wales, this is particularly sensitive in a county with one of the lowest average wage levels in Wales. The graph below compares Powys against Welsh Local Authorities in terms of 2019/20 council tax average cost per dwelling and the Band D average (these figures include all precepts).



For 2019/20, the average annual Council tax bill for a Band D property in Powys was £1,302. This was broadly in line with the Wales average for Band D properties of £1,294. The table below shows this for each of the local authorities in Wales (excluding precepts)



Council Tax collection rate for 2018/19 was 97.3% which was also the average for all unitary authorities in Wales. The highest collection rate in Wales for 2018/19 was 98.2%.

The introduction of Council Tax premiums, on 1st April 2017, and the roll-out of Welfare Reform, including universal credit in Powys, in October 2018, was predicted to have an impact on in-year collection and arrears, estimated at between 0.2% to 0.3% drop on in-year collection. Comparing in-year collection rates, 2016/17 (97.6%) to 2017/18 (97.5%), saw a reduction of 0.1% - less than predicted.

## **Revenue Budget**

Our revenue budget indicates what we will spend on day to day services. It includes the cost of salaries for staff employed by the Council, contracts for services procured by the Council, other goods and services consumed by the Council and the cost of financing borrowing to support the capital programme. Our revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in our corporate plan (Vision 2025).

Reductions in funding and increasing cost pressures place significant pressure on service delivery. Over the last decade we have made savings of approximately £100m. Our financial strategy must identify and calculate the impact of pay, price and inflationary increases, changes in demand for service provision, changes in statutory and legislative obligations, and the funding of our local priorities.

Each Services Integrated Business Plan will inform the overall Councils Budget Plan, these will define all the objectives of the service. The plans captures the service's vision and highlights its key roles and responsibilities in supporting the Councils Vision 2025 Corporate Improvement Plan Outcomes, and statutory responsibilities along with the intended outcomes for service users and / or residents. In addition, the

Programmes to deliver the Vision 2025 will be developed and monitored through the Council's Transformation Delivery Board for inclusion in the annual budget cycle and 5-year plan.

It is expected that the 2025 Vision will be delivered within the existing Revenue Budget. Some investment may be required to support capital expenditure or transformational activity and funding identified to support our plans will be allocated on the basis of sound business cases.

A number of overarching assumptions are included in our planning, a summary of which together with a sensitivity analysis of the projections are as follows:-

Driver	Comments	Sensitivity: +/- 1% (£m)	Best	Most Likely	Worst
Revenue Support Grant & Non-Domestic Rates Funding	Welsh Government have not indicated funding levels for 2021/02	£1.84m	2.0%	-	(2.0%)
Council Tax	Cabinet have set the current assumption at 5% increase per annum, after accounting for CTRS	£0.85m	5.0%	5.0%	5.0%
Council Tax Reduction Scheme	As Council Tax rates increase the cost of the Council Tax reduction scheme will also increase	£0.09m	£0.40m	£0.40m	£0.40m
External Grants	Approximately £60m of external revenue grants expected in 2019/20	£0.60m	-	-	-
Pay Awards: General	Includes NI & Pensions; excludes Schools Delegated	£1.86m	2.00%	2.00%	2.00%
Other Inflation/ Price Pressures		£0.56m	1.50%	2.00%	2.50%

We set our budget within a statutory framework under the Local Government Act 2003 that requires a balanced budget for the forthcoming financial year. There is no requirement to set out a balanced position beyond the next year but the five-year strategy has been developed to enable longer term planning and transformation.

The Medium Term Financial Strategy:

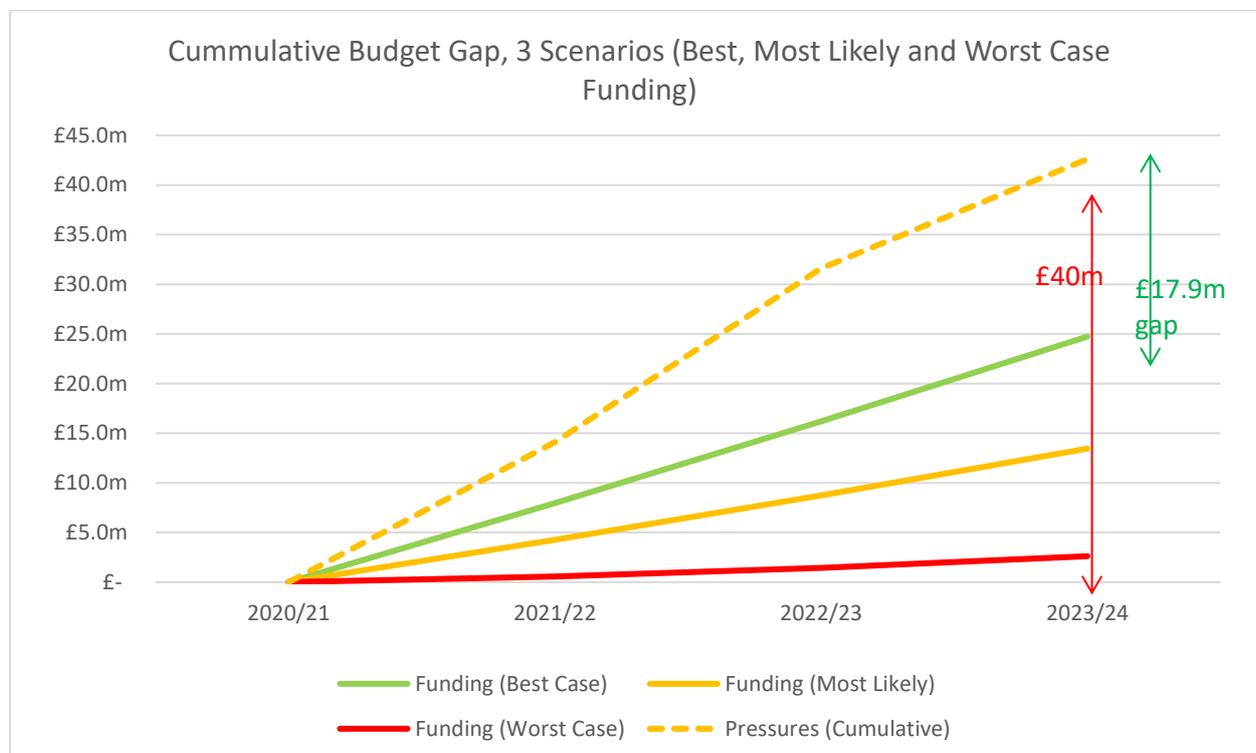
- Identifies the cost of implementing our Vision;
- sets out future funding levels from Welsh Government;
- considers the level of Council Tax to be raised;
- identifies and estimates the cost pressures facing the Council;
- sets out the policy on Reserves;
- identifies the gap between our funding and expenditure.

### **How we will balance the budget**

In order to deliver an ongoing balanced budget, the gap in our financial planning must be closed. Due to the uncertainty of the funding we will receive from Welsh Government we have modelled Best Case, Most Likely and Worse Case scenarios,

these capture different levels of funding, Inflation and provision for Service Pressures as well as some service reductions that form part of services three year plans.

Assumptions set out throughout the strategy are based on the worst case funding scenario, the graph below shows the impact of the various funding possibilities against the increasing level of pressures



The current worst case FRM modelling is summarised below. The FRM highlights that over the next three years we have £53m of pressures (including inflation, capital financing cost to support borrowing on the capital programme and service pressures) and as this scenario only provides £4m additional funding, there is a financial gap of £49m by 2024/25. This is in part mitigated by Cost Reductions of £16.2m, leaving a budget gap of £32.8m.

Scenario Gap - £k	2021/22	2022/23	2023/24	2024/25	Cumulative
Best	(£6.21m)	(£6.53m)	(£2.69m)	(£3.31m)	(£18.7m)
Most Likely	(£9.89m)	(£13.10m)	(£6.47m)	(£5.27m)	(£34.7m)
Worst	(£13.58m)	(£16.72m)	(£10.01m)	(£8.74m)	(£49.0m)
Cost Reduction Proposed to Reduce the Gap	(£9.02m)	(£6.48m)	(£0.73m)	£-	(£16.23m)
Revised Worst Case gap	(£4.56m)	(£10.24m)	(£9.27m)	(£8.74m)	(£32.81m)

<b>REVENUE FUNDING</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Council Tax Increase	5%	5%	5%	5%	5%
Funding Change	4.2%	(2.0%)	(2.0%)	(2.0%)	(2.0%)
	£'000	£'000	£'000	£'000	£'000
<b>Total Revenue Funding</b>	<b>269,600</b>	<b>270,179</b>	<b>271,046</b>	<b>272,209</b>	<b>273,678</b>
<b>Base Budget (Prior Year)</b>	<b>255,186</b>	<b>269,600</b>	<b>274,739</b>	<b>285,845</b>	<b>296,283</b>
<b>General Inflation:</b>	2,833	2,441	2,493	2,546	2,600
<b>Grant Changes &amp; Transfers into RSG</b>	230				
<b>Corporate Pressures</b>	856	620	620	620	620
<b>Corporate and Service Specific Pressures:</b>					
Childrens	5,681	-408			
Adults	2,905	1,618	1,891	1,500	1,500
Highways Transport and Recycling	1,055	252	255	660	452
Property, Planning and Public Protection	105			29	29
Digital	108				
Housing General Fund	30			6	6
Schools	321	141	143		
Schools Delegated	6,276	1,587	1,591		
Provision for Service Pressures	0	5,000	5,000	5,000	5,000
Legal	40				
Corporate	924	140	140		
Finance	95				
<b>2019/20 Undelivered Savings</b>	3,751				
<b>Savings Agreed 2020/21</b>	(10,796)	(9,020)	(6,476)	(733)	
<b>Capital Financing Costs:</b>		255	2,962	810	
<b>One off funding: MRP Changes</b>		2,512	2,488		
<b>Total Revenue Budget</b>	<b>269,600</b>	<b>274,739</b>	<b>285,845</b>	<b>296,283</b>	<b>306,489</b>
<b>(Funding Shortfall)/ Surplus - In Year</b>	<b>(0)</b>	<b>(4,559)</b>	<b>(10,240)</b>	<b>(9,275)</b>	<b>(8,737)</b>

The following strategies will be developed to close the gap:-

- The transformation of service provision;
- Improved efficiency and a “Right First Time” ethos;
- Identification of investment opportunities and income;
- Capital Programme – reviewed, opportunity to invest;
- Cross Cutting Themes;
- Commerciality/income generation/fees and charges;
- Reconsider the levels of Council Tax increase;
- Some service reductions – ceasing or reductions to levels of service;
- The use of the Spend to Save reserve to support transformation;
- The raising of capital receipts to support transformation.

## Council Wide Operating Principles for Transformation

- Moving from an organisational focus (supporting our own internal requirements and functional silo's) to a focus that looks to meet our residents and communities' needs;
- Management ethos focuses on improving the outcomes for residents and communities by removing barriers.
- Moving from functional silos to services that effectively meets our residents and communities' demand.
- Decision making is based on a clear set of principles, experience, knowledge, robust evidence and is taken as close to the frontline as possible.
- Continuous improvement informed by timely data which will measure how well we are delivering outcomes for residents and communities.
- Accountable for activities and accepting responsibility, resulting in transparent delivery of effective outcomes.
- We challenge everything we do, and will realise the right outcomes using our transformation methodology.
- Partnerships are outcome focused, based on collaboration and strong relationships (working together, stronger together).

The transformation of services will require investment to implement. This is supported within our financial planning by using capital receipts to capitalise appropriate costs under the Welsh Government Capitalisation Directive. We will also bid for additional resources from Welsh Government to support our programme.

## Budget Principles

The approach to budget setting is underpinned by the following Budget Principles approved by Cabinet:-

- a. Flexible, Remote and Mobile working  
This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a savings target for accommodation savings will be explored. This must be based on a new approach to working arrangements.
- b. Improving Collaboration  
The Welsh Government's policies on local government collaboration mean we will continue to seek partnering arrangements. There may be scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done and the Local Health Board is a key partner under this theme.
- c. Customer Insight  
The Business Intelligence function has made progress since its creation. However, we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.

- d. Business Process Improvements  
There is already good evidence that progress has been made in this area. However, this is patchy and the organisation needs to fully embrace business process improvement techniques. Technology can assist this area and the introduction of a new finance system will be a key element as well as integrating systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.
- e. Productivity  
Access to information, better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). Areas such as customer relationship management, workflow and case management can also be looked at under this theme.
- f. Flexibility  
It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. The council has already offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. The benefit of a more flexible workforce, increases morale and productivity.
- g. Commercialisation.  
A more commercial approach is already evident with contracts being won, and services provided, to other public organisations. The Council has already set up "Powys Commercial Services" a local authority trading company and this provides a vehicle for additional trading opportunities. This will form a key part of our future planning. There is great scope to increase the income flows to the Council. The services will need to be run on a commercial basis and will have to compete locally as well as nationally. Property is another area where we can increase income from taking a more speculative approach to acquisitions, leases and development.

### Income, Fees and Charges

Income generated through fees and charges plays an important part of our financial strategy. The Council raises approximately £60m of income annually. An **Income Policy** is in place together with a Fees and Charges register. It is important that fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Council's income policy. This will ensure existing targets are being met, additional costs are being recovered through charging, and any further income potential is explored to maximise the Council's resources.

### The Wellbeing and Future Generation Act – Assessing the impact of our decisions

The Wellbeing and Future Generation Act enshrines in legislation sound principles that mean the impact of decisions should be considered over a wide range of

stakeholders over a longer period. The Council has a thorough impact assessment process in place to ensure that all decisions are properly considered. All budget decisions will continue to be assessed rigorously to ensure that the impact is understood and that prudent and sustainable budgets continue to be set.

## **Capital**

The **Capital Strategy** is fundamental to the effective delivery of the Council priorities and our Vision 2025. It facilitates a seamless interface between business planning within the Council and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services. It is aligned to the Asset Management Plan and the major investment plan for 21st Century Schools, jointly funded with Welsh Government.

The future capital requirements will align with the revenue budget, ensuring investment is linked to service development and commerciality. Ultimately, our aim is to use fewer resources, including our buildings, but use these far more efficiently.

The Capital Programme, is closely aligned to the Treasury Management Strategy, in terms of identifying and undertaking necessary borrowing and when cash will be paid into the Council's bank to support cashflow.

The Council is required to make an annual charge against its revenue budget for the repayment of its debt liability in respect of capital expenditure funded by borrowing, for both the General Fund and Housing Revenue Account Debt. This is called the Minimum Revenue Provision (MRP). The Council revised the method of calculating MRP to a 2% straight line for the General Fund, for debt going forward.

It has now reviewed the current years MRP liability and will retrospectively make an adjustment that will see the debt liability being repaid eight years earlier, and effectively moves the start point of the 50 years useful asset life back to 2007/08. This means that the debt liability will be reduced to nil in 2057, rather than in 2065. The impact is less MRP on the general fund of over £19m. The MRP policy statement is adopted each year and provides a full picture of the Council's strategy.

A Welsh Government Directive has provided Authorities with the opportunity to utilise capital receipts from the sale of property and other assets to fund transformation costs. Powys has used this opportunity appropriately to capitalise such costs over the last 3 years and will again use this to support transformation costs including staff severance costs for the period of the directive.

A **Capital Receipts Policy** has been developed to support this approach which includes the projected level and use of receipts over the period for which the directive applies. The disposal of surplus property and assets will be assessed on an annual basis and the level of receipt projected and considered within the budget model.

## **Reserves**

The **Reserves Policy** establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used. This is a key component of the MTFs as a sound reserves policy is essential in order to underpin the financial sustainability of the Council. It is for this reason that we have developed our approach to reserves through an effective policy.

The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's budget setting process following a risk based assessment. The approach is supported by the policy around the use of reserves. All reserves are corporate rather than service based.

The Council faces a continuing financial challenge and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of cost reductions, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.

The level and purpose of holding of reserves is a matter for each authority to determine as part of sound financial management. However, it is useful to refer to Financial Indicators based on ratios produced by Welsh Government. These indicators provide comparative statistics for Local Authorities and include the following on reserves:-

	<b>Powys<sup>1</sup></b>	<b>All Wales Total</b>
General and other reserves	£21.1m	£545.3m
Earmarked reserves	£28.3m	£866.7m
Total usable reserves	£49.4m	£1,412m

<sup>1</sup>Local Authority Financial Indicators, Wales

2017/18

### **Usable reserves as a percentage of gross revenue expenditure**

This indicator measures the relationship between an authority's usable reserves and its annual gross revenue expenditure. The average for Wales in 2017/18 was 19.8% (17.5% 2016/17). Powys is 16.6% (17.9% 2016/17).

### **Earmarked reserves as a percentage of gross revenue expenditure**

This is an indication of reserves increasing proportionately more than gross revenue expenditure or vice versa.

Councils with very high levels of earmarked reserves relative to their spending should review the purposes for which these are held to ensure they are still required. The purpose for holding reserves, particularly where reserves are increasing, should be clearly communicated in presentation to the Council and through the annual accounts. The average for Wales in 2017/18 was 12.1% (12.2% 2016/17). Six authorities had a % greater than 15% (seven in 2017/18). Powys is 9.5% (2016/17 9.7%).

Ring-fenced and Specific Reserves are identified and held for defined purposes, this includes a Spend to Save reserve which provides a source of funding for transformational activity across the Council. Allocations from this reserve are

considered by the Transformation Programme Board and are approved on the basis of an appropriate business case.

### **Investments and Borrowing**

The Council has a clear ***Treasury Management and Investment Strategy*** which is approved at Council each year and sets out the expected activities and appropriate strategies of the Treasury function in respect of borrowing and investments.

Cashflow management is essential to ensure we minimise our need to borrow. Strengthening the understanding and importance of this function could facilitate stronger working capital and the ability to invest balances at a rate of return level of around 0.5%. In recent years, minimal investment income has been achieved through cashflow management, because of the uncertainty about the level of capital spending profile. A return could be achieved if we had confidence in capital obligations alongside corporate changes to creditor payments and debt collection.

The strategy confirms the need to borrow to support the capital programme and continue to be significantly under borrowed. The consequence of which is the reduced cost of borrowing and the revenue budget model and forecast are revised regularly to assist the budgets.

The Council's policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when the Authority will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. Borrowing rates are forecast to increase, and borrowing to cover the future capital programme costs will be considered against the cost of carry.

### **Risks and Risk Management**

At a time when the Council is facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the objectives of Vision 2025 and deliver services more efficiently, using innovative and cost-effective means.

A ***Risk Management Framework*** is in place to ensure that at all levels of the organisation we are able to identify risks which would prevent us from achieving our objectives (including failing to take advantage of opportunities). There is clear guidance on the terminology associated with risk management and the process itself, along with a set of practical tools and techniques to help us manage risks, deliver objectives, meet targets and maintain resilience.

We must not lose sight of the fact that risk is inextricably linked to opportunities and innovation. The Council cannot be risk adverse, and it needs to take full advantage of opportunities for improving services therefore we need to be proactive in the way that we identify and manage our risk.

Having a better understanding of the importance of, and fully implementing, risk management will make a huge contribution to the Council. Better identification of risks

and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively then the service to our customers can only be improved.

## **Budget Risks**

### Change Delivery Capacity

A number of cost reductions are now categorised as ‘transformational’. In other words, a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the Council recognises that, at a time of change, investment may be needed to deliver change. In some cases, specialist skills will be required for short periods.

### Cost Reductions

The level of cost reductions required in 2020/21 is significant at £11.6m. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of approved reductions will be reported to Cabinet on a monthly basis. Slippage on the delivery of proposals presents a risk to the budget plan and any resulting overspend would ultimately fall on the council’s general fund reserve. However, the emphasis is placed on ensuring reductions are delivered. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet has visibility of financial performance and can take corrective action if necessary.

The total savings required in 2019/20 is £21.692 million. The savings delivered to date total £14.004 million, 70% of the total. Assurance has been provided that further savings of £2.377 million can be delivered this year. The remaining £5.311 million is considered to be unachievable in the current financial year.

The table below summarizes the level of savings delivered over the last 5 years.

<b>Financial Year</b>	<b>Target (£m)</b>	<b>Delivered (£m)</b>	<b>Delivered %</b>
2014/15	17.6	14.0	80%
2015/16	12.8	9.7	76%
2016/17	12.1	9.6	79%
2017/18	11.8	8.3	71%
2018/19	12.3	6.5	53%
2019/20	21.7	16.4	76%
<b>Total</b>	<b>88.3</b>	<b>64.6</b>	<b>73%</b>

### Income

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

## Equal Pay

The Council has mitigated the financial risk of potential future equal pay claims by holding a reserve to support these costs. The six year period expired on 31<sup>st</sup> March,2019. However there are a small number of claims that were raised before this date which are being pursued through legal channels and are awaiting further information from the Tribunal and solicitors.

## Treasury Management

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

## Variations to Settlement Assumptions

The Council makes every effort to ensure that its assumptions about budget settlements for future years are based upon the best available evidence. However, future settlements cannot be predicted with absolute accuracy and can be influenced by political and economic policy changes. Scenario planning, introduced this year helps the Council mitigate this risk.

## Political Approval of Budget

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

## Availability of Reserves

The Council may suffer other costs that may arise due to unexpected events such as: -

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

If the actual position is different to the assumptions made in producing the budget, in-year adjustments would be needed.

## Mitigation, Review and Monitoring

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

## **Stakeholder Communication & Engagement**

The aim of our Communications and Engagement Strategy is to :-

- Provide clear and honest information about the budget position and future challenges
- To raise awareness of Vision 2025 and engage stakeholders to capture their views, to inform the Cabinet's and Full Council's decision-making process around budget setting
- To engage and consult, taking into account the Equalities Act 2010, and in accordance with the National Principles for Public Engagement in Wales e.g. timely, genuine, due regard etc.

## **Public Communication and Engagement**

Over the past few years the Council has sought to engage residents in the decision making process around setting a balanced budget using an online budget simulator tool. The cost reduction targets subsequently agreed by the Cabinet and ratified by Full Council have then led to service managers needing to develop more detailed proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

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

- The Powys Budget Simulator
- Specific service type Consultations
- Legislative consultations

Appropriate methods of engaging with our residents are considered and implemented on an annual basis.

## **Member Seminars**

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

## **Finance Scrutiny Panel**

The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, continue to be engaged in the budget process and are regularly updated on the process and the proposals as they develop.

## **Conclusion**

In developing this Medium Term Financial Strategy, the Council has a clear framework within which to develop its 5-year budget model and a 5-year Capital Strategy Programme. The model and the assumptions included within it will be reviewed and updated as more information becomes available. Specific budget proposals are being developed and these will be finalised and reported in detail as each annual budget is developed and submitted for approval.

This process will enable the Council to strategically prepare to deliver a Council which is affordable, sustainable and able to achieve its 2025 Vision.

## **Supporting Documentation**

*Vision 2025: Our Corporate Improvement Plan*  
*Income Management and Service Cost Recovery Policy*  
*Capital Strategy*  
*Capital Receipts Policy*  
*Reserves Policy*  
*Treasury Management and Investment Strategy*  
*Risk Management Framework*  
*Corporate Risk Register*

APPENDIX B - FINANCE RESOURCE MODEL 2020-2025

REVENUE FUNDING	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£000s	£000s	£000s	£000s	£000s	£000s
Base Funding (Prior Year)		255,186	269,600	270,179	271,046	272,209
AEF (RSG & NNDR Allocation)	174,291	+ 9,998	(3,686)	(3,612)	(3,540)	(3,469)
Council Tax	80,896	+ 4,415	+ 4,266	+ 4,479	+ 4,703	+ 4,938
<b>Total Projected Revenue Funding</b>	<b>255,186</b>	<b>269,600</b>	<b>270,179</b>	<b>271,046</b>	<b>272,209</b>	<b>273,678</b>
REVENUE EXPENDITURE	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Base Budget (Prior Year)		255,186	269,600	274,738	285,846	296,887
<b>General Inflation:</b>		+ 2,833	+ 2,441	+ 2,494	+ 3,149	+ 3,833
<b>Grant Changes &amp; Transfers into RSG</b>						
Sustainable Waste Grant Reduced		+ 110				
Funded Nursing Care		+ 120				
<b>Corporate Pressures</b>						
Council Tax Reduction Scheme		+ 450	+ 450	+ 450	+ 450	+ 450
Fire Levy		+ 406	+ 170	+ 170	+ 170	+ 170
<b>Corporate and Service Specific Pressures:</b>						
Childrens		+ 5,681	(408)			
Adults		+ 2,905	+ 1,618	+ 1,891	+ 1,500	+ 1,500
Highways Transport and Recycling		+ 1,055	+ 252	+ 255	+ 660	+ 452
Property, Planning and Public Protection		+ 105			+ 29	+ 29
Digital		+ 108				
Housing General Fund		+ 30			+ 6	+ 6
Schools		+ 321	+ 141	+ 143		
Schools Delegated		+ 6,276	+ 1,587	+ 1,591		
Provision for Service Pressures			+ 5,000	+ 5,000	+ 5,000	+ 5,000
Legal		+ 40				
Corporate		+ 924	+ 140	+ 140		
Finance		+ 95				
<b>Savings 2020/21</b>		(10,796)	(9,020)	(6,476)	(733)	
<b>2019/20 Undelivered Savings</b>		+ 3,751				
<b>Capital Financing Costs:</b>						
Capital Funding			+ 255	+ 962	+ 810	
Transformation Costs supported by Capital Receipts				+ 2,000		
<b>One Off Funding:</b>						
Changes in MRP			+ 2,512	+ 2,488		
<b>Total Projected Revenue Expenditure</b>	<b>255,186</b>	<b>269,600</b>	<b>274,738</b>	<b>285,846</b>	<b>296,887</b>	<b>308,327</b>
<b>(Funding Shortfall)/ Surplus - Cumulative</b>	<b>(0)</b>	<b>(0)</b>	<b>(4,559)</b>	<b>(14,799)</b>	<b>(24,678)</b>	<b>(34,649)</b>
<b>(Funding Shortfall)/ Surplus - In Year</b>		<b>(0)</b>	<b>(4,559)</b>	<b>(10,240)</b>	<b>(9,878)</b>	<b>(9,971)</b>

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## Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
AS01	TEC	Adult Services	To deploy (TEC) Technology Enabled Care in order to cost avoid £500k to adult social services in 2020/21. TEC includes lifelines emergency phones/alarms and sensors which support people to live independently in their own homes. These systems enable people to live at home for longer and for next of kin / informal carers to be assured of the individual's wellbeing.	45
AS02	Direct Payment	Adult Services	Identifying the level of domiciliary care packages (average of 14 hours/week) is critical to finding efficiencies and the use of Direct Payments a solution if linked to the new strength based approach in Social Work practice. Current figures show that Direct Payments already generate efficiencies of £472 pp/pm (so far in 2018/19 £132,500 in year).	200
AS03	Where people live	Adult Services	'Where People Live' – This is an approach to support people to live within their own community, or as close to their community as possible. This means a reduction in the number of people who live in care homes and specialist homes outside of Powys and to support people to return to their home community. This to include the shared lives service, repatriating out of county placements, canary systems (Technology Enabled Care) to identify where it is possible replace through the night care etc'	250
AS05	Double to Single handed care	Adult Services	A "Dragons Den" bid was submitted to employ two full time occupational therapists to work specifically with teams in adult social care and commissioning to review and right sight size new and existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost reductions, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.	400
AS07	Funding Body Review	Adult Services	In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service. This will include resolution of ordinary residence challenges and to work with health boards to support accessing correct funding for care.	1,734
AS08	Strengths based reviews	Adult Services	We propose to undertake strengths-based reviews. We believe this will in turn allow us to release domiciliary care capacity to ensure that this resource is targeted more effectively.	335
AS09	Recommissioning/Decommissioning	Adult Services	We will continue to work in partnership with all service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate to a people's needs.	879
AS10	Staffing	Adult Services	We will ensure that new innovative staffing models will be based on "multi-skilled and generic roles ensuring a shift to prevention and early intervention."	227
CH01	Shared Costs with PTHB for Placements for Children who are Looked After	Childrens Services	To ensure that the placement costs for children who are looked after are shared by PTHB wherever possible	380
CH02	Placements for Children who are Looked After	Childrens Services	To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities. To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.	575
CH03	Changes in service provision - effect of pump priming	Childrens Services	various proposals	1,266
CS01	Integration of reception facility with the closure of Neuadd Maldwyn, Welshpool	Digital Services	The reductions will be achieved through the closure of Neuadd Maldwyn, Welshpool. It will provide the opportunity to integrate staff resources that work on the reception desk with contact centre support staff.	27
CS03	Customer Centred Digital Solutions (Digital Powys Programme)	Digital Services	Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial reductions. The programme has 7 key work streams, this proposal focusses on:- Customer Centred Digital Solutions Workstream	200
CS04	Reprographics/Hybrid Mail solution	Digital Services	A review of current printing, postage and scanning within the authority, potentially to move to a Hybrid Mail solution to release reductions, through efficiencies in process, postage and stationary costs, whilst ensuring compliance to data handling and reducing the number of data breaches.	27

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## Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
ED01	To review the staffing structures across the schools service to ensure effective provision for supporting schools and pupils	Education	<p>The recent Estyn view of the service was that it was in parts ineffective and was overall a cause for significant concern to the regulators.</p> <p>The capability of the service and its effectiveness in meeting the needs of schools and learners must be improved. Through the reviews of staffing, it is hoped that a re-alignment of resource coupled with changes in working practices can help support the required improvement. Whilst significant risks are being identified, the senior staff within the service will seek to identify key changes to staffing structures and practices which are intended to provide the efficiencies needed by the local authority whilst also seeking to enable the service to meet its improvement objectives for the future.</p>	511
FS01	Finance Transformation	Finance	The Finance Service is about to embark on a transformation project that will encompass a number of workstreams, some of which are cross cutting with other Financial Services colleagues such as Procurement and Income & Awards, and the support element of services. Thus we have the opportunity to consider benefits wider than the Finance team alone.	252
FS02	Commercial Services Team (CST)	Finance	Changes to the service model and charging capital for services delivered	95
FS03	Income and awards	Finance	Income generation from contracts – (£50k) Revenue Generation (additional £100k revenue growth and additional £400k revenue collection in year)	50
FS04	Reduction to the audit contract	Finance	Review of the internal audit contract arrangements	29
FS05	Actuarial pensions % reduction	Finance	Triennial valuation confirms a reduced contribution rate into the fund for the next 3 years	500
HC01	Arts & Cultural Services – future sustainability modelling	Housing & Community Development	25% reduction in funding for key independent arts organisations supported to deliver arts provision equitably throughout county. This will deliver a reduction of £62,738 in 2020/21.	63
HC02	Cleaning reductions/ income generation Proposals	Housing & Community Development	The cleaning service will develop business and income generating opportunities to ensure a viable and sustained positive budget position.	29
HC03	Housing General Fund	Housing & Community Development	Restructure of Housing senior management team	25
HC04	Library service transformation –	Housing & Community Development	Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.	30
HC05	reductions target for Museum Service	Housing & Community Development	Move to seasonal opening hours for Radnorshire Museum	16
HC06	Y Gaer – future operational modelling	Housing & Community Development	Move to a sustainable future operational model with potential partnership options currently being invited	34
HC07	Economic Development & Regeneration Service	Housing & Community Development	Bid for ESF Priority 5 funding to support development of Mid Wales Growth Deal and regional economic development	326
HC08	Countryside access reductions, 2020-2023	Housing & Community Development	The proposal is that a reduction of £150,000 will be made from the core Countryside access budgets in 2020-21. For the most part, this will be achieved through a staff restructure and reduction in associated costs e.g. travel.	150
HT01	Street markets	Highways Transport & Recycling	Review approach	23
HT02	Review Fleet Maintenance Resources	Highways Transport & Recycling	A further rationalisation of the Fleet Maintenance resources, following the implementation of the change in working methods, apprenticeship scheme, and the positive impact of the fleet replacement programme.	60

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## Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
HT08	Increase income from bulky collections	Highways Transport & Recycling	Proposal is to increase price by £10 in 2020/2021 (£30 to £40); having increased from £25 to £30 in 19/20.	22
HT10	Review of Waste & Recycling Resources	Highways Transport & Recycling	<p>This review will be carried out in conjunction with the change on residual collection frequency, and whereas the budget reduction in the change in frequency is gained through increased recycling/reduced landfill costs, the gain from this element of the review will be from efficiencies made in the collection rounds. Alongside this there will be further consideration of working hours and practices.</p> <p>Dependencies are the moves to the North Bulking facility from Newtown and Welshpool existing sites, and from Brecon to Cwrt y Plyffin. There is a risk that any change in working hours requiring a collective agreement with staff may not be achievable. Risks associated with working vehicles for longer hours, are that with a smaller fleet, overall resilience will be weakened and any breakdowns etc will have an immediate and greater impact on collections.</p>	3
HT13	Reduction in Winter Service Provision	Highways Transport & Recycling	The Winter Service primary routes have not been reviewed for over 15 years, and many criteria for identifying routes have changed (schools, surgeries, housing, and bus routes) which will probably require changes to the winter hierarchy. The hierarchy needs a fundamental review in light of the current financial austerity. It is considered that the existing treatment network has certain anomalies and there is potential (subject to Council agreement) to reducing the primary treated network by approx.. 10% to 15%. For context, the current length of primaries is circa 1000km; therefore a 10% reduction would mean approximately 100/150km would no longer be gritted as part of the primary network.	130
HT14	Transfer of Public Conveniences	Highways Transport & Recycling	<p>Public Conveniences have been successfully transferred to Town &amp; Community Councils and community groups. Only two toilets now remain being maintained by PCC (Ystradgynlais and Brecon Bus Stations), and the proposal is now to also transfer these assets. Transferring these assets will create a saving, however it must be noted that if an operator cannot be found then they will need to be closed in order to make the proposed saving.</p> <p>Previous transfers gave operators a transition grant to support them over the first few years for them to make arrangements to permanently operate the facilities. If this rational was accepted, then the savings would need to be re-profiled according to the transition arrangements.</p>	3
HT15	income inflation	Highways Transport & Recycling	Inflation uplift to fees where possible	50
IT01	Reduce the Revenue contribution to Device Refresh by £200k per annum	Digital Services	Currently there is a revenue contribution to the Device Refresh of £350k per annum. Due to contract negotiation, change of equipment and reduced number of devices; this capital scheme has sufficient funds to be sustained for at least 3 years by reducing the contribution to £150k.	200
IT02	Removal of 1 FTE from EUS due to automation in years 20/21 and 21/22	Digital Services	By introducing self service and automation, it is estimated that 1 FTE can be removed from End User Services Team in each of the following years 20/21 and 21/22	59
IT03	Reduction in Contract Costs	Digital Services	Since 2015 Powys County Council has been rationalising their ICT systems via the System rationalisation Programme. This proposal continues the above work and it is estimated that the ICT budget funding many of these corporate contracts can be reduced by £65k year on year for 3 years 20/21 21/22 22/23.	65
IT04	Recharge 1 FTE to ongoing capital projects	Digital Services	<p>The Infrastructure team currently provides support to many capital projects. It is therefore proposed that the funding for 1 FTE be removed from base budget and be fully funded from these capitals and grant funded projects.</p> <p>Examples would include the Welsh Government Schools Infrastructure (HWB) project.</p>	45
IT06	Recharge 1 FTE Developer/Integrator to Transformation Funding	Digital Services	<p>Change in funding Source</p> <p>For the years 20/21 and 21/22, 1 FTE Developer/Integrator which is currently funded by ICT base budget can be reallocated to the Transformation fund as their work is dedicated to the Customer Centred Workstream in the Digital Powys Programme.</p>	45

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## Cost Reductions

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
IT07	Reduce Corporate Phone Contracts by an estimated £103k	Digital Services	Due to Bring your phone project, it is estimated that the council can reduce its Mobile Phone cost by approx £53k in 20/21 and a further £40k in 22/23 Due to System Rationalisation, the council can reduce its contract costs by approx £50k. This is a similar proposal to IT04. However this is for contracts that do not current sit within ICT Budget. These reductions are cross cutting as they are corporate contracts not sitting in ICT Budgets.	103
LS01	Do not recruit to vacant Trainee Solicitor post	Legal & Democratic Services	Do not recruit to vacant Trainee Solicitor post	28
LS01	Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post	Legal & Democratic Services	Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post	27
LS01	Review of Registration Service	Legal & Democratic Services	Review of Registration Service	23
LS01	Regrade Vacant Solicitor post in recruitment from Grade 14 to Grade 12	Legal & Democratic Services	Regrade Vacant Solicitor post in recruitment from Grade 14 to Grade 12	11
LS01	Reduce Members Travel Budget	Legal & Democratic Services	Reduce Members Travel Budget	10
LS01	Reduce Printing from 16940 to 13000	Legal & Democratic Services	Reduce Printing from 16940 to 13000	4
LS01	Restructure of Scrutiny, Democratic Services and Member Services team	Legal & Democratic Services	Restructure of Scrutiny, Democratic Services and Member Services team	176
PP005	Deliver an efficient Strategic Property service.	Property, Planning & Public Protection	Increase the Strategic Property income target by £100,000. It is hoped that renting out Council building space will help improve income generation.	100
PP02	Deliver an efficient Planning Service.	Property, Planning & Public Protection	The proposal would involve the redesign of the Development Management and Planning Policy teams.	196
PP03	Ensure the effective senior management of Property, Planning and Public Protection.	Property, Planning & Public Protection	The proposal would involve the redesign of the senior management of Property, Planning and Public Protection.	168
TC01	Communications	Transformation and Communications Service	The proposal would deliver £20k reductions from the Corporate Communication budget for 2020/21 and 2021/22. Implementing the change from October 2019 will deliver £10k additional reductions. The service also proposes to reduce its discretionary expenditure by £5k, comprising of general office expenditure reduced by £2,000; catering by £1,500, advertising by £500, mobiles phones £500 and subscriptions £500.	25
TC02	Delete Strategic Programme Manager role	Transformation and Communications Service	Delete post (post is already vacant).	60
WD01	Introduction of Salary Sacrifice Pension AVCs	Workforce & OD	The payment of additional voluntary contributions to pensions via a salary sacrifice scheme does not attract NI contributions. This provides a reduction to both the employee and employer.	30
WD02	reductions from Leadership Development	Workforce & OD	Moving forwards we will be able to deliver a large part of our leadership and management development through apprenticeship programmes funded from the apprenticeship levy we pay to Welsh Government. This will significantly reduce the cost of delivering our leadership training programme.	10
WD03	Increase the uptake of Apprenticeship positions in the Council	Workforce & OD	We will increase the number of apprentices we appoint to the Council and will place them in substantive vacancies the Council has decided to fill. This will enable apprentices to receive on the job training and will reduce the employment cost by c £12k per vacancy (this being the difference between the average budget for a suitable post for an apprentice and the average cost of employing an apprentice)	120
WD06	Removal of the 5p per mile passenger car mileage rate	Workforce & OD	Under our allowances staff and the driver can claim 5 pence per mile car mileage each, when a member of staff travels on Council business as a passenger.	23
Total				10,797

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**SUMMARY OF FEES AND CHARGES INCREASES/DECREASES BY SERVICE AREA**

Service Area	Service Charge Category	2020-21 Inflationary Increase/Decrease %	Comments
<b>PROPERTY, PLANNING AND PUBLIC PROTECTION</b>	<b>Other Licences:</b>		
	Gambling	0%	Set by Statute
	Animals	2% to 268%	The fees have been calculated using All Wales Toolkit to ensure that the council recovers the full cost of administering each licence
	Taxi	0% to 7%	
	Petroleum	0%	Set by Health & Safety Executive
	Explosives	0%	Set by Health & Safety Executive
	Miscellaneous	-19% to 49%	The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence
	<b>Water Sampling</b>	0%	Set by Statute
	<b>Weights and Measures</b>	2.4%	Increased inline with CPI
	<b>Food and H&amp;S</b>	0% - 3%	Service Strategy
	<b>Licensed Premises</b>	0%	Set by Statute
	<b>Building Control</b>	2%	Service Strategy
	<b>Planning</b>	0%	Set by Welsh Government
	<b>Burial fees</b>	0%	Service strategy to leave fees as they are
<b>Dog &amp; Pest Control</b>	0%	Service strategy to leave fees as they are	
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>	<b>Catering</b>	0%	Increase of £0.15 was introduced from April 2019. There is no plan to increase this in 2020.
	<b>Cleaning</b>	TBA	
	<b>Libraries</b>	0%	Service strategy to leave fees as they are
	<b>Museums</b>	0%	Service strategy to leave fees as they are
	<b>Archives</b>	0%	Service strategy to leave fees as they are
	<b>Private Sector Housing</b>	0%	Based on Welsh Government guidelines, maximum charge already implemented
<b>FINANCE</b>	<b>Council Tax and NDR - Summons and Liability Order</b>	0%	Legislation in Wales states that the maximum fee is £70.00 (Any combination)
<b>HIGHWAYS, TRANSPORT AND RECYCLING</b>	<b>Car Parks</b>	0%	Increase was implemented in 2019, no increase for 2020/21
	<b>Waste Collection</b>	0% to 25%	Service strategy to increase fees where possible. Trade prices have been omitted for 2020-21 due to an agreement to allow flexible pricing to enable the service to remain competitive and also so that competitors cannot access Powys prices in respect of trade waste
	<b>Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN)</b>	3%	Service strategy to increase fees by 3%
<b>LEGAL SERVICES</b>	<b>Registrations</b>	0% to 2%	Some fees are set by Statute, other fees have increased based on CPI
	<b>Land Charges</b>	0%	Service strategy to leave fees as they are
<b>SCHOOLS</b>	<b>Schools</b>	0% to 6%	Home to school transport pre and post 16 has been increased by 6% and 5% which equates to a £10 increase per term
<b>SOCIAL CARE</b>	<b>Social Care</b>	0%	Part of service strategy and Welsh Government guidelines
<b>DIGITAL SERVICES</b>	<b>Careline</b>	2%	Inflationary increase based on CPI of 2.4%

**OTHER LICENCES**

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments	
GAMBLING	Small Lotteries - New Registration	£40	£40	0%	set by statute	
	Small Lotteries - Renewal	£20	£20	0%		
	Notification of Gaming Machine	£50	£50	0%		
	Betting Premises Annual Fee	£480	£480	0%		
	Betting Premises Application	£2,400	£2,400	0%		
	Family Entertainment Centre	£0	£0	0%		
	Licensed Family Entertainment Centre Application	£1,600	£1,600	0%		
	Licensed Family Entertainment Centre Annual Fee	£600	£600	0%		
	Unlicensed Family Entertainment Centre permit (10 year permit)	£300	£300	0%		
	Club Gaming Machine - New Permit	£200	£200	0%		
	Club Gaming Machine - Renewal	£100	£100	0%		
Club Gaming/Machine Permit Annual fee due in the first month of applying	£50	£50	0%			
ANIMALS	Riding Establishments	£250	£374	50%		
		£289	£416	44%		
	Animal Boarding Establishments	£211	£303	44%		
	Pet Shops	£211	£303	44%		
	Dog Breeding		£211	£315	49%	
			£221	£345	56%	
		£230	£345	50%		
	Dangerous Wild Animals	£497	£730	47%		
	Zoo (4 year)	£541	£1,496	177%		
	Zoo (6 year)	£541	£1,991	268%		
	Performing Animals - Registration Fee	£148	£151	2%		
	Home Boarder	£106	£268	153%		
	Advisory Visit at request of License		£101			
TAXI	Private Hire Operator: Admin charge for consideration of the Application	£398	£405	2%	Calculated using the All Wales toolkit and approved by Licensing Committee in December 2019 and advertised for consultation, feedback received so returning to committee for representations to be considered.	
	Private Hire/Hackney Carriage Drivers: Administration Charge for consideration of a New Application	£247.50	£260.00	5%		
	Private Hire/Hackney Carriage Drivers: Administration Charge for Renewal	£247.50	£260	5%		
	Driver Licence (1 year – on request)	£148	£150	1%		
	Private Hire Vehicle	£138	£148	7%		
	Hackney Carriage Vehicles	£138	£148	7%		
	Plate Bracket	£11.30	£11.30	0%		
	Pair of door stickers	£7.50	£7.50	0%		
Driver test	£38.0	£40.0	5%			
PETROLEUM	Less than 2,500 litres (550 gallons)	£44	£44	0%	set by HSE	
	Between 2,500 litres (550 gallons) and 50,000 litres (11,000) gallons	£60	£60	0%		
	More than 50,000 litres (11,000 gallons)	£125	£125	0%		
	Transfer of Licence	£8.00	£8.00	0%		
EXPLOSIVES	Licence to store explosives >0m separation - 1 year	£185	£185	0%	set by HSE	
	Licence to store explosives >0m separation - 2 year	£243	£243	0%		
	Licence to store explosives >0m separation - 3 year	£304	£304	0%		
	Licence to store explosives >0m separation - 4 year	£374	£374	0%		
	Licence to store explosives >0m separation - 5 year	£423	£423	0%		
	Renewal of Licence to store explosives >0m separation - 1 year	£86	£86	0%		
	Renewal of Licence to store explosives >0m separation - 2 year	£147	£147	0%		
	Renewal of Licence to store explosives >0m separation - 3 year	£206	£206	0%		
	Renewal of Licence to store explosives >0m separation - 4 year	£266	£266	0%		
	Renewal of Licence to store explosives >0m separation - 5 year	£326	£326	0%		
	Licence to store explosives <=0m separation - 1 year	£109	£109	0%		
	Licence to store explosives <=0m separation - 2 year	£141	£141	0%		
	Licence to store explosives <=0m separation - 3 year	£173	£173	0%		
	Licence to store explosives <=0m separation - 4 year	£206	£206	0%		
	Licence to store explosives <=0m separation - 5 year	£238	£238	0%		
	Renewal of Licence to store explosives <=0m separation - 1 year	£54	£54	0%		
	Renewal of Licence to store explosives <=0m separation - 2 year	£86	£86	0%		
	Renewal of Licence to store explosives <=0m separation - 3 year	£120	£120	0%		
	Renewal of Licence to store explosives <=0m separation - 4 year	£152	£152	0%		
	Renewal of Licence to store explosives <=0m separation - 5 year	£185	£185	0%		
	Registration for up to 5 years	£105.00	£105.00	0%		
	Registration Renewal for up to 5 years	£52.00	£52.00	0%		
	Any other kind of variation	reasonable cost	reasonable cost	na		
	Licence Variation: Amending name of licensee or address of site	£36	£36	0%		
	Licence Variation: Transfer of licence or registration	£36	£36	0%		
	Licence Variation: Replacement of Licence or registration if lost	£36				

**OTHER LICENCES**

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
MISCELLANEOUS	Sexual Entertainment Venue/Sex Establishment	£1,104	£1,138	3%	
	Street Trading Consents	£435	£448	3%	
	Skin Piercing	£222.00	£229.00	3%	
	Ear Piercing -duplicate for above really no need for separate entry	£222.00	£229.00	3%	
	Scrap Metal Site - New	£270	£401	49%	Scrap renewable every 3 years and calculated using an All Wales toolkit to account for full cost recovery. Renewed and approved via Cabinet report and subsequent delegated authority in advance of Sept 19 when they became due for renewal.
	Scrap Metal Site - Renewal	£270	£401	49%	
	Scrap Metal Site - Variation	£102	£102	0%	
	Scrap Metal Collector - New	£270	£332	23%	
	Scrap Metal Collector - Renewal	£270	£332	23%	
	Scrap Metal Collector - Variation	£102	£102	0%	
	Mobile Home Site	£776.00 plus £6/pitch	£1054/£781		Mobile homes licences renewable every 5 years and calculated using an All Wales toolkit to account for full cost recovery.
	Variation of licence conditions (no visit)	£50	£67	34%	
	Variation of licence conditions (visit)	£135	£127	-6%	
	Depositing site rules	£48	£39	-19%	
	Replacement licence	£17	£21	21%	
Environmental Search Enquiry	£74	£77	3%		

### WATER SAMPLING FEES

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Sampling Fees	Risk Assessment for single dwelling supplies (by req. only)	£220.00	£220.00	0%	statute
	New risk assessment	£220.00	£220.00	0%	
	Revised risk assessment	£135.00	£135.00	0%	
	Sampling of single supplies (by req. only)	£100.00	£100.00	0%	statute
	Sampling of statutory supplies (each visit)	£100.00	£100.00	0%	statute
	Investigation (each supply)	£110.00	£110.00	0%	
	Granting an authorisation for temporary exemption from certain limits on impurities	£100.00	£100.00	0%	statute
	Small shared domestic property only	£100.00	£100.00	0%	statute

## WEIGHTS & MEASURES

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers. Cold water meters	£87.61	£89.71	2.4%
	Measuring instruments for liquid fuel and lubricants	10% surcharge	10% surcharge	0%
	Measuring instruments for liquid fuel delivered from road tankers	10% surcharge	10% surcharge	0%
	Capacity serving measures	25% surcharge	25% surcharge	0%
	Material measures of length	25% surcharge	25% surcharge	0%
Special Weighing & Measuring Equipment (per hour)	Automatic or totalising weighing machines	£87.61	£89.71	2.4%
	Equipment designed to weigh loads in motion	£87.61	£89.71	2.4%
	Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or 24 occurrence under the 1988 Regulations	£87.61	£89.71	2.4%
	Weighing or measuring equipment tested by means of statistical sampling	£87.61	£89.71	2.4%
	The establishment of calibration curves from templates	£87.61	£89.71	2.4%
	Templates graduated in millilitres	£87.61	£89.71	2.4%
	Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	£87.61	£89.71	2.4%
Weights (per hour)	Full hourly rate for the first hour, thereafter £42.55 ph	£87.61 (Discount £43.57)	£89.71 (Discount £44.61)	2.4%
Measures (ea)	Linear measures not exceeding 3m, for each scale	£10.91	£11.17	2.4%
	Capacity measures, without divisions, not exceeding 1 litre	£8.16	£8.36	2.4%
	Cubic ballast measures (other than brim measures)	£192.91	£197.54	2.4%
	Liquid capacity measures for making up and checking average quantity packages	£30.49	£31.22	2.4%
Templates (ea)	Per scale - first item	£56.20	£57.55	2.4%
	Second and subsequent items	£20.06	£20.54	2.4%
Weighing Instruments - Non NAWI	Not exceeding 1 tonne (ea)	£69.25	£70.91	2.4%
	Exceeding 1 tonne to 10 tonne (ea)	£112.18	£114.87	2.4%
	Exceeding 10 tonnes (ea)	£234.28	£239.90	2.4%
	Certification of Weighbridge Operators (ph)	£87.61	£89.71	2.4%
Weighing Instruments - NAWI	Not exceeding 1 tonne (ea)	£115.26	£118.03	2.4%
	Exceeding 1 tonne to 10 tonne (ea)	£178.39	£182.67	2.4%
	Exceeding 10 tonnes (ea)	£390.51	£399.88	2.4%
	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged.	50% surcharge	50% surcharge	0%
Measuring Instruments for Intoxicating Liquor: (ea)	Not exceeding 150ml	£19.00	£19.46	2.4%
	Other	£21.96	£22.49	2.4%

## WEIGHTS & MEASURES

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Measuring Instruments for Liquid Fuel and Lubricants:	Container type (not subdivided) (ea)	£79.62	£81.53	2.4%
Single/multi-outlets (nozzles)	First nozzle tested, per site (ea)	£129.87	£132.99	2.4%
	Each additional nozzle tested (ea)	£79.78	£81.69	2.4%
	Testing of peripheral electronic equipment on a separate visit (per site) (ph)	£87.61	£89.71	2.4%
	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps) (ph)	£87.61	£89.71	2.4%
Road Tanker Fuel Measuring Equipment (Above 100 Litres):	Meter measuring systems: Wet hose with two testing liquids (ea)	£278.75	£285.44	2.4%
	Meter measuring systems: Wet hose with three testing liquids (ea)	£325.21	£333.02	2.4%
	Meter measuring systems: Dry hose with two testing liquids (ea)	£309.69	£317.12	2.4%
	Meter measuring systems: Dry hose with three testing liquids (ea)	£356.33	£364.88	2.4%
	Meter measuring systems: Wet/dry hose with two testing liquids (ea)	£433.59	£444.00	2.4%
	Meter measuring systems: Wet/dry hose with three testing liquids (ea)	£463.52	£474.64	2.4%

**FOOD & H&S**

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>FOOD HYGIENE</b>	Request for re-rating	£180.00	£180.00	0%	Nationally set
	Food advisory service	£150.00	£150.00	0%	Fee for 2 hours plus £55 plus vat per hour for any further hours based on actual costs.
	Food export health certificates	£90.00	£93.00	3%	
	Voluntary surrender of foods	£90.00	£93.00	3%	Fee for first hour, plus £55 per additional hours and actual costs of food disposal.
	Food hygiene training	£55.00	£55.00	0%	
	Factual Statement HSW Act	£151.00	£156.00	3%	
	Primary Authority Arrangements for food hygiene			n/a	fee will be based on actual cost
<b>HEALTH AND SAFETY</b>	Safety Certificate for Sports Ground	£538.00	£554.00	3%	

**LICENSED PREMISES**

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>Licensed Premises/Club Application/Variation</b>	Band A (non-domestic rateable value £0 - £4,300)	£100.00	£100.00	0%	same as other years as set by statute (last revision 2003)
	Band B (non-domestic rateable value £4,301 - £33,000)	£190.00	£190.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£315.00	£315.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£450.00	£450.00	0%	
	Band E (non-domestic rateable value £125,001+)	£635.00	£635.00	0%	
<b>Licensed Premises/Club Annual Fee</b>	Band A (non-domestic rateable value £0 - £4,300)	£70.00	£70.00	0%	
	Band B (non-domestic rateable value £4,301 - £33,000)	£180.00	£180.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£295.00	£295.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£320.00	£320.00	0%	
	Band E (non-domestic rateable value £125,000+)	£350.00	£350.00	0%	
<b>Miscellaneous</b>	Copy of Premises Licence	£10.50	£10.50	0%	
	Premises Provisional Statement	£315.00	£315.00	0%	
	Premises Change of name	£10.50	£10.50	0%	
	Premises Change DPS	£23.00	£23.00	0%	
	Premises Transfer	£23.00	£23.00	0%	
	Premises Interim Notice	£23.00	£23.00	0%	
	Club Change of Name or Rules	£10.50	£10.50	0%	
	Club Change of Registered Address	£10.50	£10.50	0%	
	Minor Variation	£89.00	£89.00	0%	
	Disapply DPS on Community Premises	£23.00	£23.00	0%	
	Temporary Event Notice	£21.00	£21.00	0%	
	TEN Copy Notice	£10.50	£10.50	0%	
	Personal Licence	£37.00	£37.00	0%	
	Personal Licence Copy	£10.50	£10.50	0%	
Personal Change Name/address	£10.50	£10.50	0%		
Premises Freeholder Interest	£21.00	£21.00	0%		

**BUILDING CONTROL**

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>Table A - New Dwellings Number of Units (Full Plans Vetting Charge): *</b>	1		£197.23	£201.18	2%	
	2		£263.94	£269.22	2%	
	3		£347.63	£354.58	2%	
	4		£431.31	£439.94	2%	
	5		£521.44	£531.87	2%	
	6		£611.56	£623.79	2%	
	7		£637.31	£650.06	2%	
	8		£663.06	£676.32	2%	
	9		£688.81	£702.59	2%	
	10		£695.25	£709.16	2%	
	11 - 30		Quote	Quote	N/A	
<b>Table A - New Dwellings Number of Units (Full Plans Inspection Charge): *</b>	1		£302.97	£309.03	2%	
	2		£451.27	£460.30	2%	
	3		£650.84	£663.85	2%	
	4		£857.48	£874.62	2%	
	5		£1,057.69	£1,078.84	2%	
	6		£1,172.91	£1,196.37	2%	
	7		£1,402.09	£1,430.13	2%	
	8		£1,631.26	£1,663.89	2%	
	9		£1,860.44	£1,897.65	2%	
	10		£2,108.93	£2,151.10	2%	
	11 - 30		Quote	Quote	n/a	
<b>Table A - New Dwellings Number of Units (Building Notice Charge): *</b>	1		£500.21	£510.21	2%	
	2		£715.21	£729.52	2%	
	3		£998.46	£1,018.43	2%	
	4		£1,288.79	£1,314.56	2%	
	5		£1,579.12	£1,610.71	2%	
	6		£1,784.48	£1,820.16	2%	
	7		£2,039.40	£2,080.19	2%	
	8		£2,294.33	£2,340.21	2%	
	9		£2,549.25	£2,600.24	2%	
	10		£2,804.18	£2,860.26	2%	
	11 - 30		Quote	Quote	n/a	
<b>Table B - Amount of Full Plans Vetting Charge</b>	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£131.49	£134.12	2%	
	Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and	£131.49	£134.12	2%	
	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£131.49	£134.12	2%	
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£131.49	£134.12	2%	
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£131.49	£134.12	2%	
	Other Works	Conversion of a single domestic garage in to a habitable room	£198.11	£202.07	2%	
		Replacement of windows in a dwelling (up to 20 windows)	£56.98	£58.12	2%	
		Installation or replacement of domestic sewage treatment system	£157.79	£160.94	2%	
		Upgrading thermal elements (as defined in guidance note)	£56.98	£58.12	2%	
		Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) Inc. associated flue arrangement. (Where the installer is not a member of a 'Competent Persons Scheme')	£157.79	£160.94	2%	
		Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer is not a member of a 'Competent Persons Scheme')	£56.98	£58.12	2%	
		Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£157.79	£160.94	2%	
Electrical Installations where the installer is not a member of a 'Competent Persons Scheme'	£175.32	£178.82	2%			

**BUILDING CONTROL**

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments	
<b>Table B - Amount of Full Plans Inspection Charge</b>	Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt building.	£128.25	£130.81	2%		
	Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection with that extension.	£128.25	£130.81	2%		
		Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2,including means of access and work in connection with that extension.	£245.88	£250.80	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£341.45	£348.27	2%		
	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2,including means of access and work in connection with that extension.	£283.17	£288.83	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£378.73	£386.31	2%		
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£245.88	£250.80	2%		
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£341.45	£348.27	2%		
	<b>Table B - Amount of Building Notice Charge</b>	Garages	Erection or extension of a detached building which consists of a	£285.71	£291.43	2%	
		Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection with that extension.	£285.71	£291.43	2%	
Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2,including means of access and work in connection with that extension.			£415.11	£423.41	2%		
Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.			£520.23	£530.64	2%		
Two Storey Extensions		Any extension of a dwelling the total floor area of which does not exceed 40m2,including means of access and work in connection with that extension.	£456.13	£465.25	2%		
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension.	£561.25	£572.47	2%		
Loft Conversions		Loft conversion floor area not exceeding 40m2	£415.11	£423.41	2%		
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£520.23	£530.64	2%		
Other Works		Conversion of a single domestic garage in to a habitable room	£217.92	£222.28	2%		
		Replacement of windows in a dwelling (up to 20 windows)	£62.68	£63.93	2%		
		Installation or replacement of domestic sewage treatment system	£173.57	£177.04	2%		
		Upgrading thermal elements (as defined in guidance note)	£56.98	£58.12	2%		
		Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) Inc. associated flue arrangement. (Where the installer is not a member of a 'Competent Persons Scheme')	£173.57	£177.04	2%		
		Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer is not a member of a 'Competent Persons Scheme')	£56.98	£58.12	2%		
		Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£173.57	£177.04	2%		
		Electrical Installations where the installer is not a member of a 'Competent Persons Scheme'	£192.85	£196.70	2%		
<b>Table C - Cost of Works - Amount of Full Plans Vetting Charge</b>	£0 - £2,000		£113.30	£115.57	2%		
	£2,001 - £5,000		£186.95	£190.68	2%		
	£5,001 - £10,000		£63.06	£64.32	2%		
	£10,001 - £15,000		£76.57	£78.10	2%		
	£15,001 - £20,000		£90.07	£91.87	2%		
	£20,001 - £25,000		£102.08	£104.12	2%		
	£25,001 - £30,000		£114.09	£116.37	2%		
	£30,001 - £35,000		£126.10	£128.62	2%		
	£35,001 - £40,000		£138.11	£140.87	2%		
	£40,001 - £45,000		£152.46	£155.51	2%		
	£45,001 - £50,000		£161.81	£165.05	2%		
	£50,001 - £55,000		£173.14	£176.61	2%		
	£55,001 - £60,000		£184.47	£188.16	2%		
	£60,001 - £65,000		£195.80	£199.72	2%		
	£65,001 - £70,000		£207.13	£211.28	2%		
	£70,001 - £75,000		£218.46	£222.83	2%		
	£75,001 - £80,000		£229.79	£234.39	2%		
£80,001 - £90,000		£241.12	£245.95	2%			
£90,001 - £100,000		£252.45	£257.50	2%			

**BUILDING CONTROL**

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>Table C - Cost of Works - Amount of Full Plans Inspection Charge</b>	£5,001 - £10,000		£162.23	£165.47	2%	2% increase to fees so that the Service remains competitive within the current market
	£10,001 - £15,000		£196.99	£200.93	2%	
	£15,001 - £20,000		£231.75	£236.39	2%	
	£20,001 - £25,000		£262.65	£267.90	2%	
	£25,001 - £30,000		£293.55	£299.42	2%	
	£30,001 - £35,000		£324.45	£330.94	2%	
	£35,001 - £40,000		£355.35	£362.46	2%	
	£40,001 - £45,000		£386.25	£393.98	2%	
	£45,001 - £50,000		£417.15	£425.49	2%	
	£50,001 - £55,000		£448.05	£457.01	2%	
	£55,001 - £60,000		£478.95	£488.53	2%	
	£60,001 - £65,000		£509.85	£520.05	2%	
	£65,001 - £70,000		£540.75	£551.57	2%	
	£70,001 - £75,000		£571.65	£583.08	2%	
£75,001 - £80,000		£602.55	£614.60	2%		
£80,001 - £90,000		£643.75	£656.63	2%		
£90,001 - £100,000		£674.65	£688.14	2%		
<b>Table C - Cost of Works - Amount of Building Notice Charge</b>	£0 - £2,000		£124.63	£127.12	2%	
	£2,001 - £5,000		£205.64	£209.75	2%	
	£5,001 - £10,000		£247.81	£252.76	2%	
	£10,001 - £15,000		£300.91	£306.93	2%	
	£15,001 - £20,000		£354.01	£361.09	2%	
	£20,001 - £25,000		£401.21	£409.23	2%	
	£25,001 - £30,000		£448.41	£457.38	2%	
	£30,001 - £35,000		£495.61	£505.52	2%	
	£35,001 - £40,000		£542.81	£553.67	2%	
	£40,001 - £45,000		£592.58	£604.43	2%	
	£45,001 - £50,000		£636.86	£649.60	2%	
	£50,001 - £55,000		£683.31	£696.98	2%	
	£55,001 - £60,000		£729.77	£744.36	2%	
	£60,001 - £65,000		£776.22	£791.74	2%	
£65,001 - £70,000		£822.67	£839.12	2%		
£70,001 - £75,000		£869.12	£886.51	2%		
£75,001 - £80,000		£915.58	£933.89	2%		
£80,001 - £90,000		£973.36	£992.83	2%		
£90,001 - £100,000		£1,019.81	£1,040.21	2%		
<b>Table D - Other Residential (Institution and Other) Full Plans Vetting Charge</b>	Floor area not exceeding 10m2		£131.49	£134.12	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£175.32	£178.82	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£219.15	£223.54	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£219.15	£223.54	2%	
<b>Table D - Other Residential (Institution and Other) Full Plans Inspection Charge</b>	Floor area not exceeding 10m2		£359.41	£366.60	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£525.96	£536.48	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£788.94	£804.72	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£964.26	£983.54	2%	
<b>Table D - Assembly and Recreation Full Plans Vetting Charge</b>	Floor area not exceeding 10m2		£105.19	£107.30	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£140.26	£143.06	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£175.33	£178.83	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£175.33	£178.83	2%	

**BUILDING CONTROL**

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>Table D - Assembly and Recreation Full Plans Inspection Charge</b>	Floor area not exceeding 10m2		£287.52	£293.27	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£420.77	£429.18	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£631.15	£643.78	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£771.41	£786.84	2%	
<b>Table D - Industrial and Storage Full Plans Vetting Charge</b>	Floor area not exceeding 10m2		£65.74	£67.06	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£87.66	£89.42	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£109.58	£111.77	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£109.58	£111.77	2%	
<b>Table D - Industrial and Storage Full Plans Inspection Charge</b>	Floor area not exceeding 10m2		£179.70	£183.30	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£262.98	£268.24	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£394.47	£402.36	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£482.13	£491.78	2%	
<b>Table D - All Other Use Classes Full Plans Vetting Charge</b>	Floor area not exceeding 10m2		£78.90	£80.48	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£105.19	£107.30	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£131.49	£134.12	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£131.49	£134.12	2%	
<b>Table D - All Other Use Classes Full Plans Vetting Charge</b>	Floor area not exceeding 10m2		£215.64	£219.95	2%	
	Floor area exceeding 10m2 but not exceeding 40m2		£315.57	£321.88	2%	
	Floor area exceeding 40m2 but not exceeding 100m2		£473.37	£482.83	2%	
	Floor area exceeding 100m2 but not exceeding 200m2		£578.55	£590.12	2%	

**BUILDING CONTROL**

Category	Quantity	Service	2019/20	2020/21	% increase /decrease from previous charge	Comments
<b>Table E - Other Services</b>	E1 Code for Sustainable Homes – Pre-assessment		£162.23	£165.47	2%	
	E1a Code for Sustainable Homes – Registration Fee (Single dwelling)		£156.82	£159.95	2%	
	E2 Code for Sustainable Homes – Design Stage Assessment (two stage payments)		£1,297.80	£1,323.76	2%	
	E2a Code for Sustainable Homes – Additional Optional Services (per calculation)		£43.26	£44.13	2%	
	E3 Code for Sustainable Homes – Post Construction		£270.38	£275.78	2%	
	E4 Code for Sustainable Homes – Additional visits		£432.60	£441.25	2%	
	E5 SAP Rating – On construction (New Build)		£135.19	£137.89	2%	
	E6 EPC Rating - Existing Dwelling		£108.15	£110.31	2%	
	E7 Copy of Decision Notices / Completion Certificates with valid ref number		£22.53	£22.98	2%	
	E8 Copy of Decision Notices / Completion Certificates without valid ref number		£31.55	£32.18	2%	
	E9 Letter Confirming Exemption		£31.55	£32.18	2%	
E10 Pre-Application		£63.08	£64.35	2%		
<b>Potential Service Charges to be Introduced/ Charges levied but not yet</b>	Demolition Notices		£81.11	£82.73	2%	
	CON 29 Searches - on basis of time as well as disbursements		tbc	tbc	n/a	
	Street signs		tbc	tbc	n/a	
	Fire Risk Assessments		POA	POA	n/a	
	Fire Door Assessments		POA	POA	n/a	

## **PLANNING**

### **Planning Fees**

The latest planning permission fees can be obtained by clicking on the following link:-

<https://en.powys.gov.uk/article/6040/Planning-permission-fees>

## BURIAL FEES

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Excavation	<i>Burial - Adults: Single Depth</i>	£820.91	£820.91	0%
	<i>Burial - Adults: Double Depth</i>	£1,034.75	£1,034.75	0%
	<i>Burial - Children: Stillborn to under 12 years</i>	£0	£0	0%
	<i>Burial - Children: Children over 1 month and under 12 years</i>	£0	£0	0%
	<i>Cremated Remains: All burials</i>	£260	£260	0%
Monument Registrations	Right to erect a headstone & first inscription	£236.83	£236.83	0%
	Right to erect a kerbstone	£236.83	£236.83	0%
	Subsequent inscriptions	£60.08	£60.08	0%
Purchase of Exclusive Right of Burial (ERB)	Adults & Children 12 and over	£945.23	£945.23	0%
	Children - under 12 years	£0	£0	0%
	Stillborn/under 1 month	£0	£0	0%
	Cremation Space	£468.34	£468.34	0%
Registration of Burial	Adults & Children 12 and over	£294.56	£294.56	0%
	Stillborn and Children under 12 years	£0	£0	0%
Miscellaneous	Scattering of Ashes	£294.56	£294.56	0%
	Home burial visit	£120.00	£120.00	0%
	Genealogy Research Requests*	£70.18	£70.18	0%
	Saturday cremations (additional cost)	£264	£264	0%
	Saturday burials (additional cost)	£528	£528	0%

## DOGS & PEST CONTROL

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
DOG	Kennelling fee	£50	£50	0%
WARDEN	Cost per day	£13	£13	0%

## CATERING

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Primary School	Meal	£2.45	£2.45	0%	increase of £0.15p was introduced from April 2019. There is no plan to increase this in 2020.
	Free Meal	£2.45	£2.45	0%	
High School	Meal of the day	£2.55	£2.55	0%	
	Free Meal	£2.55	£2.55	0%	
Adults	Meal Tickets	£4.50	N/A	0%	Meal tickets ceased with the introduction of cashless from 2016
	Meals	£4.50	£4.50	0%	
Other	Clifford Meals	£3.40	£0.00		Clifford meals ceased in the summer of 2019. School gave notice.

## CLEANING

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
External Sites	Cleaner	£13.18	TBA	
	Cleaner in Charge	£13.36	TBA	
	Caretaker	£12.92	TBA	
Schools	Cleaner	£13.45	TBA	
	Cleaning Caretaker	£12.92	TBA	
Internal Sites	Cleaner	£12.40	TBA	
	Cleaner in Charge	£12.40	TBA	
	Cleaner Supervisor	£13.47	TBA	
	Caretaker / Handyman	£12.92	TBA	
	Caretaker	£14.13	TBA	
Other sites	Fire Stations small Not including materials	£13.18	TBA	

**LIBRARIES**

SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Fines – books	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	Voluntary donation (delegated decision paper to remove fines currently going through system for comments and decision)	0%	<i>Increased by 50% 15/16</i>
Fines – other	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items.  DVDs: childrens, information and music: 20p per open day  DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	Voluntary donation (delegated decision paper to remove fines currently going through system for comments and decision)	0%	<i>Increased by 50% 15/16</i>
Reservations	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge		0%	<i>Increased by 50% and 67% in 17/18</i>
DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	No change	0%	<i>Boxed sets charge introduced 16/17. Feature films increased 25% 15/16.</i>
Talking Books	Hire charge: £3.00. No charge for children's items.	No change	0%	<i>Increased 50% 16/17</i>
Replacement tickets	Adult / children: £2	No change	0%	<i>Increased 100% 18/19</i>
Sales of withdrawn stock	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	No change	0%	<i>Increased 25% 18/19</i>
Photocopies	A4, 20p per side A3, 40p per side	No change	0%	<i>It is believed that this is one area where the market should sustain an increased price without detrimentally affecting use</i>
Paper	A4 10p per sheet	No change	0%	
Printouts	A4: 20p black & white, 40p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Standard charge through public i-cam printer Digital copies and printouts undertaken by staff: £1.00 each	No change	0%	<i>A4 increased to match charge for copies, as uses the same machine. A3 deleted as no A3 printer/copiers in libraries.</i>
Damaged & lost items	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	No change	0%	<i>Variable pricing already in place</i>
Use of Computers	Free bookable sessions	No change	n/a	WG requirement under the Welsh Public Library Standards to provide free computer use
Sale of memory sticks	8gb memory stick £6	No change	0%	<i>Increased 20% 18/19</i>

**LIBRARIES**

SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Room hire	<p><b>Voluntary / educational organisations:</b> £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p><b>Other organisations:</b> £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others £5.00)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	Only change is to kitchen facilities - Use of kitchen facilities £5.00	0%	3 hour session charge out of hours
Exhibitions	<p>Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions</p> <p>Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions</p> <p>Local organisations information displays: FREE at the discretion of the Branch Librarian</p>		0%	Charge removed in 2017/18 for non-selling exhibitions
Fax	<p>Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page</p>	No change	0%	<i>Very limited use now - under review</i>
Laminating (where available)	<p>A4 size: £1.50 A3 size: £2.00</p>	No change	0%	<i>Very limited use now - under review</i>
Local studies research	£20 per half hour	No change	33%	<i>Increase in line with Archives Service</i>

## MUSEUMS

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
COPY CHARGES	Photocopy: Single A4/ BW	£0.25	£0.25	0%
	Photocopy: A4 colour	£0.50	£0.50	0%
	Photocopy - laminated	£1.00	£1.00	0%
	Photocopy: A3 B/W	£0.50	£0.50	0%
	Photocopy: A3 colour	£1.00	£1.00	0%
	Scanned photos – personal / commercial / publishing	Quote available depending on number of images	Quote available depending on number of images	n/a
ROOM HIRE	Half day incl. tea & coffee	£30.00	£30.00	0%
	Full day incl. tea & coffee	£60.00	£60.00	0%
VENUE HIRE	Filming etc. per day	Negotiable – depending on requirements	Negotiable – depending on requirements	n/a
SALES	Exhibition art work sales, commission, pictures / books / cards	33% of wall price	33% of wall price	0%
EDUCATION CHARGES	SLA - school annual agreement	N/A	N/A	0%
	Visit to Museum by an educational organisation (with Education & Access Officer)	£50.00	£50.00	0%
	Visit to school or other educational institution (with Education & Access Officer)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	0%
	Visit to Museum / Outreach visit by Education & Access Officer to Special schools / Adults with disabilities	£30.00	£30.00	0%
	Visit to Museum / Outreach visit by Education & Access Officer to Adult groups	£55.00	£55.00	0%
	Craft activities / holiday activities – per child / adult	£0-£3.00 Depending on activity	£0-£3.00 Depending on activity	0%
	Visit to retirement / nursing home	£25.00	£25.00	0%
	3rd Age / Adult Learning visits	£20.00 - £60.00 Depending on requirements / activity	£20.00 - £60.00 Depending on requirements / activity	0%
Education Charges (Rad and Mont)	Visit to Museum by an educational organisation	Free	Free	0%
	Use of handling collection at museum	£25 per Topic	£25 per Topic	0%
	Use of Victorian/WW2 school room - (Mont only)	£25	£25	0%
	Rental of handling collection	£40 per Topic	£40 per Topic	0%
	Transport of above (delivery/return)	£0.45 per mile	£0.45 per mile	0%
	Crafts	£2 per child	£2 per child	0%

## ARCHIVES

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
<b>Photocopies</b>	A4 per sheet	£0.50	£0.50	0%
	A3 per sheet	£1.00	£1.00	0%
	Micro film / fiche printout	£1.00	£1.00	0%
	Postal requests (cost of copies, plus postage)	£3.00	£3.00	0%
<b>Digital Images</b>	Images digitised from the original document, on CD, per image	charged as per staff time	charged as per staff time	n/a
	Images digitised from the original document, printout, per image	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, on CD, per image	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, printout, per image	charged as per staff time	charged as per staff time	n/a
<b>Research Service</b>	Half an hour quick "look-up" (parish registers and census only)	£20.00	£20.00	0%
	One hour research	£40.00	£40.00	0%
	Two hours research	£80.00	£80.00	0%
<b>Photography Permit</b>	Annual permit to take digital photographs of archive documents (for private research only)	Daily permit £9; weekly permit £20; annual permit £50	Daily permit £9; weekly permit £20; annual permit £50	0%
<b>Family and Local History Internet Sessions</b>	One-to-one sessions on family or local history sources on the Internet, one hour	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	0%

**PRIVATE SECTOR HOUSING**

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
<b>Renewals:</b>	Landlord Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	0%
	CO2I Loans	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	0%
	WG Houses into Homes Loans (Formal Route)	up to £495 administration fee, plus £50 land registry fee	up to £495 administration fee, plus £50 land registry fee	0%
	WG Houses into Homes Loans (Following Works in Default Notice - Supervised)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	0%
	WG Town Centre Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	0%
	Disabled Facility Grant & Loan Assistance	up to 15% of approved works cost value against capital budget	up to 15% of approved works cost value against capital budget	0%
	Safe Warm & Secure Assistance	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	0%
<b>Enforcement:</b>	HMO Licensing			0%

## **FREEDOM WEBSITE LINK**

**Powys Leisure Centres - for latest activity prices please click on the link below**

Brecon Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=1975&sectionTitle=brecon+leisure+centre>

Bro Ddyfi Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2014&sectionTitle=bro+ddyfi+leisure+centre>

Builth Sports Centre and swimming pool

<https://www.freedom-leisure.co.uk/centres/builth-wells-sports-centre-and-swimming-pool/>

Caereinion Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2028&sectionTitle=caereinion+leisure+centre>

East Radnor Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2029&sectionTitle=east+radnor+leisure+centre>

Knighton Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2030&sectionTitle=knighton+sports+centre>

Llandrindod Wells Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2031&sectionTitle=llandrindod+wells+sports+centre>

Llanfyllin Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2032&sectionTitle=llanfyllin+sports+centre>

Llanidloes Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2033&sectionTitle=llanidloes+sports+centre>

Maldwyn Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2034&sectionTitle=maldwyn+leisure+centre>

Rhayader Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2035&sectionTitle=rhayader+leisure+centre>

The Flash Leisure Centre

<http://www.freedom-leisure.co.uk/centres.asp?section=2037&sectionTitle=the+flash+leisure+centre>

Ystradgynlais Leisure Centre

<https://www.freedom-leisure.co.uk/centres/ystradgynlais-sports-centre/>

**CTAX**

CATEGORY	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Council Tax	Summons (subject to Court approval)	£50.00	£50.00	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination).
	Liability Order	£20.00	£20.00	0%	
	<i>Council tax Premium- second homes</i>	n/a	n/a	n/a	Housing (Wales) Act enables a 100% premium to be charged on second homes. Council determined 09/03/2016 to charge a premium of 50% from <b>01/04/2017</b> . Exceptions to premium apply.
	Council tax Premium -Long Term empties	n/a	n/a	n/a	Housing (Wales) Act enables a 100% premium be charged on Long-term empty properties. Council determined 09/03/2016 to charge a premium of 50% from <b>01/04/2017</b> . Exceptions to premium apply
NNDR	Summons (subject to Court approval)	£50.00	£50.00	0%	
	Liability Order	£20.00	£20.00	0%	

**CAR PARK**

CAR PARK FEES AND CHARGES			CATEGORY			UP TO 1 HR			UP TO 2 HRS			UP TO 4 HRS			OVER 4 HRS			OVERNIGHT		
LOCATION	TYPE OF VEHICLE		19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge			
			<b>Short Stay Car Parks</b>			£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%
Hay on Wye - Market Square car park   Brecon - George Street, Viaduct Inner and Y Gaer car parks   Llandrindod Wells - Middleton Street car park   Knighton - Norton Arms car park   Welshpool - Severn Stars car park																				
<b>Long Stay Mixed Use Car Parks</b>	Motor car/cycle		£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%			
	Vehicle & Trailer/caravan		£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%			
	Van <3t		£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%			
	Motorhome and Goods >3t		£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%			
Builth Wells - Smithfield and The Groe car parks   Crickhowell - Beaufort Street car park   Hay-on-Wye - Oxford Road car park   Brecon - Promenade car park   Knighton - Bowling Green Lane car park   Rhayader - Dark Lane car park   Newtown Back Lane and Gravel car parks																				
Welshpool - Berriew Street and Church Street car parks   Llanidloes - Mount Street car park   Machynlleth - Maengwyn Street car park																				
<b>Long Stay Motorcars/Cycles plus Trailer/Caravan</b>	Motor car/cycle/van <3t		£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%			
	Vehicle & Trailer/caravan		£2.00	£2.00	0%	£4.00	£4.00	0%	£6.00	£6.00	0%	£8.00	£8.00	0%	£0.00	£0.00	0%			
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks   Ystradgynlais - Heol Maes y Dre and Heol Eglwys   Presteigne - Hereford Street and High Street car parks																				
<b>Long Stay Motorcars/Cycles only</b>																				
	Motor car/cycle		£1.00	£1.00	0%	£2.00	£2.00	0%	£3.00	£3.00	0%	£4.00	£4.00	0%	£0.00	£0.00	0%			
Brecon - Alexandra Road, Kensington, Dinas Road, Scout Lane, Viaduct Outer and Canal Road car parks   Ystradgynlais - Heol Maes y Dre and Heol Eglwys   Presteigne - Hereford Street and High Street car parks   Llandrindod Wells - Town Hall car park																				

CAR PARK FEES AND CHARGES			CATEGORY			Per Day			OVERNIGHT		
	Coach/Goods Vehicle		£8.00	£8.00	0%	£0.00	£0.00	0%			
Brecon - Canal Road Coach and Lorry Park											

PERMITS														
LOCATION	TYPE OF VEHICLE		19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge	19/20	20/21	% increase /decrease from previous charge
			1 MONTH			3 MONTH			6 MONTH			12 MONTH		
<b>CAR PARK PERMITS</b>	Motor Cars		£40.00	£40.00	0%	£115.00	£115.00	0%	£205.00	£205.00	0%	£370.00	£370.00	0%
	Cars and Trailers		£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Motorhomes		£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Goods Vehicles		£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%
	Bus/Coach		£70.00	£70.00	0%	£185.00	£185.00	0%	£340.00	£340.00	0%	£610.00	£610.00	0%

**WASTE COLLECTION**

Category	SERVICE	2017/18	2019/20	2020/21	% increase /decrease from previous charge	Comments	
Household Waste	Bulky Household Waste (subject to conditions)	£25.00 (up to 3 items)	£30 (up to 3 items)	All ready consider as part IBP Work			
Wheeled Bin Size (240 Litre) Weekly Collection Charge:	Glass	£2.69	see comment	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace, therefore no set price	
	Plastic/tins/cans/metal	£2.69			0%		
	Paper	£2.69			0%		
	Wheeled Bin Size (180 Litre) Weekly Collection Charge:	Food			£4.33		0%
	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	Cardboard & Paper			£2.69		0%
Wheeled Bin Size (820 & 1100 Litre) Weekly Collection Charge:	Cardboard & Paper	£6.68-£8.91			0%		
Trade	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	£11.74	see comment	see comment	0%		
	Wheeled Bin Size (660 Litre) Weekly Collection Charge:	£20.12			0%		
	Wheeled Bin Size (1100 Litre) Weekly Collection Charge:	£29.24			0%		
	Wheeled Bin Size (1280 Litre) Weekly Collection Charge:	£33.88			0%		
	Trade Kerbside containers - up to 6 boxes (annual fee)	£139.88			0%		
	Trade Refuse Sacks (26 per roll) - General	£114.46			0%		
Trade Refuse Sacks (26 per roll) - Charity (blue)	£57.23	0%					
Miscellaneous	Compost Bin - to purchase from CA Sites	Delivery direct to householders only £20	£20	No Longer supply	0%		
	Garden Waste Sacks (each)	£13.56 for roll of 10	n/a	n/a	0%	superseded by garden waste collection service	
	Purple Sacks (domestic) 26 per roll	£51.88	£57.07	£62.77	10%	inflationary increase and increase in disposal costs	
	HWRS Civic Amenity Site Permit (annual fee)	£200.00	£200.00	£250.00	25%		
	Bring Site Permit (annual fee)	£55.00	n/a	N/a	0%	discontinued	
Replacement Eurobins	New Replacement 1280L	£400.74	see comment	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace.	
	New Replacement 1100L	£367.02			0%		
	New Replacement 660L	£350.95			0%		
	New Replacement 360L	£134.66			0%		
	Refurbished Replacement Bin (all sizes)	£144.55			0%		
Replacement Eurobin lids	1280L	£83.57	see comment	see comment	0%		
	1100L	£74.16			0%		
	660L	£74.16			0%		
	360L	£74.16			0%		

**LAPAAAN**

Category	Service	Proposed charges April 2019/20 £	Proposed charges April 2020/21 £	% increase	Notes
Temporary Traffic Signals	2 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
	3 / 4 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
Scaffolding	Consideration of an application to erect over a highway any scaffolding or other structure.	92	95	3%	Initial consideration and first 2 weeks
	Consideration of an application to retain on or over a highway any scaffolding or other structure.	53	55	4%	Each additional week or part thereof
Skips	Consideration of an application for permission to deposit a skip on any highway.	53	54	3%	Initial consideration and first 2 weeks
	Consideration of an application for permission to retain a skip on any highway.	27	28	5%	Each additional week or part thereof
Hoarding	Consideration of an application for consent to erect a hoarding or fence.	92	94	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to retain a hoarding or fence.	53	54	3%	Each additional week or part thereof
Seasonal Decs,Banners/Bunting	Consideration of application to erect short term banners & decorations within or over a highway or street.	105	108	3%	
Materials storage/Working areas on the Highways	Consideration of an application for consent to temporarily deposit building materials rubbish or other things in a street that is maintainable at public expense.	92	94	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to continue temporarily depositing building materials rubbish or other things in a street that is maintainable at public expense.	53	54	3%	Each additional week or part thereof
Vehicle Access	Vehicle Access - Residential property verge and/or footway crossing. Authorisation of access and inspection of the works as required.	128	132	3%	
	Vehicle Access - Commercial premises verge and/or footway crossing. Authorisation of access and inspection of the works as required.	259	267	3%	
Private apparatus placed in the Highway	Single dwelling, non-commercial development and the like. New Connections up to 100 metres	307	317	3%	
	Multiple dwellings, commercial development and the like. New Connections up to 100 metres	460	475	3%	
	Repair, renewal or replacement of existing where no previous licence exists up to 100 metres.	255	264	3%	
	Repair, renewal or replacement of existing where licence already granted up to 100 metres.	174	180	3%	
	New connections, repair, renewal or replacement. Extra over for each additional 100 metres of excavation or part thereof.	174	180	3%	
Excavations in Streets	Authorisation for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	256	265	3%	Initial consideration and first 2 weeks
	Authorisation for time extension for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	53	54	3%	Each additional week or part thereof
	Structural calculations in connection with works in Highways or Streets Checking of submitted calculations in connection with applications for consents, authorisation etc.	Quote	Quote	n/a	
	Cellars under Streets Consideration for construction or control of openings to cellars etc. under the street. (Includes checking of submitted structural calculations)	477	492	3%	
Road Closures/Traffic Regulation Order etc.	Temporary for works in the highway	989	1,019	3%	
	TTRO & TTRN amendments to existing orders and notices	315	325	3%	
	Temporary for single events on the highway	474	489	3%	First Event
	Temporary for repeat events on the highway within 6 months of last event.	340	351	3%	Repeat event (within 12 months)
	Traffic Regulation Order - Permanent	3,090	3,183	3%	
	Stopping up of Highways	3,090	3,183	3%	
Use of Council venue	Use of Council venue & associated services (Excluding Brecon Market Hall)	Specific quote	Specific quote	Specific quote	
	Use of Council owned or operated car park for event	Loss of average daily income plus £77.25 administration	Loss of average daily income plus £77.25 administration		Charges calculated on full day basis only
Brecon Market Hall	basic hire per day or part thereof (0800 to midnight)	258	TBA		
	basic hire per day or part thereof (0800 to midnight)- Charities or Voluntary groups	206	TBA		
	additional chairs, up to 900 maximum [per 100]	15	TBA		
	full stage	155	TBA		
	removal of furniture to allow maximum capacity	773	TBA		
	additional fee if Licensed bar to be operated	77	TBA		
	additional hours after midnight [per hour or part hour]	77	TBA		
	Cultivation of or planting within the Highway and maintenance thereafter.	191	197	3%	
	Furniture placed on highway, street, walkway etc. - Authorisation to place furniture or similar	191	197	3%	
	Tourist Signing - Consideration of a request for tourist signing. Excluding cost of sign(s) and installation.	118	122	3%	
Cattle Grids	Consideration of application to install in a highway, assessment of contribution from the Council and Report to Committee.	580	598	3%	
	Applicant's contribution towards the costs of installation and future maintenance	50% to 100% of cost	50% to 100% of cost	n/a	

**LAPAAAN**

Category	Service	Proposed charges April 2019/20 £	Proposed charges April 2020/21 £	% increase	Notes
List of Streets	View the record of highways maintainable at public expense at Headquarters.	No charge	No charge	n/a	
	A4 print for residents in relation to their property.	No charge	No charge	n/a	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study max site length 0.5km (excludes rights of way).	200	206	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study & site visit max site length 0.5km (excludes rights of way).	400	412	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study and/or site visit site length over 0.5km (excludes rights of way).	Quote	Quote	n/a	
Highway information	Supply of hard copy information e.g. road and traffic schemes information, report copies/extracts (incl. where distributed by email).	28	29	4%	Includes covering letter plus up to 5 no. A4 sheets. Additional sheets @ £0.45 each
	Accident data - standard report	10	11	7%	Per collision
	Traffic data - (existing) each individual type of report	69	71	3%	Per site per report type
	Traffic data - Location plan (each plan max A3 size)	39	41	5%	For collision or survey locations
	Traffic surveys - ATC including analysis & provision of data per site	453	467	3%	Excludes traffic management which will be quoted individually under "Works"
	Traffic surveys - ATC - each additional site within 5km radius	216	223	3%	Excludes traffic management which will be quoted individually under "Works"
	Publication - Technical Specification for Industrial and Residential Infrastructure	55	57	4%	
	Publication - Design Guide for Industrial and Residential Infrastructure	39	41	4%	
Development	Development Advice	78	81	3%	Per hour (minimum 1 hour)
	Section 38 Agreement - Vetting fee for review of proposals outside agreement.	973	1,003	3%	
	Section 38 Agreement - Minimum inspection / administration fee.	the greater of 7% of bond or £3,430	the greater of 7% of bond or £3,430	n/a	
	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width up to 5.5 metres.	863	890	3%	
	APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width over 5.5 metres up to 7.3 metres.	1,007	1,038	3%	
	Site inspection - Over and above that covered by the agreement.	163	168	3%	
	Agreements - Extension beyond the initial period.	2.5% of bond per year or part thereof	2.5% of bond per year or part thereof	n/a	
	Surface Water Drainage - connection to highway drainage (per dwelling where existing system has capacity).	1,799	1,854	3%	
	Soakaways - Commuted sum for future maintenance of soakaways to deal with highway drainage.	Specific calculation for each site	Specific calculation for each site	n/a	
	Non-standard construction materials - Commuted sum for future maintenance.	Specific calculation for each site	Specific calculation for each site	n/a	
	Checking structural proposals and calculations	Quote	Quote	n/a	
	Land Drainage - Ordinary Watercourse Consent	£50*	Applicants should check for current price.		Charge set by Welsh Government. Charge valid October 2015. *Applicants should check for current price.
	Consultancy	Quote	Quote	n/a	
	Attendance at site - following accidents or incidents of potential damage for traffic management, debris clearance, inspection, making safe, repairs etc.	At Cost	At Cost	n/a	
	Works	Quote	Quote	n/a	
Traffic Signs, Signals and Parking	Suspension of On-Street parking	£330	340	3%	
	Temporary parking dispensation in exceptional circumstances	£15	16	7%	Per vehicle per day. Maximum of 2 vehicles and limited to 5 days.
	Traffic signal switch off/on to allow temporary traffic management	£420	433	3%	Covers initial application
	Traffic signal switch off/on to allow temporary traffic management - additional visits	£210	217	3%	Per each additional visit
	H-Bar marking on the carriageway	£100	103	3%	
	Advisory Disabled bay	Free	Free		
	Provision of Design and Manufacture of Tourism signs	Quote	Quote		

**REGISTRATIONS**

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Approved premises	License (for a 3 year period)	£927	£946	2%	
Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee:	Monday-Thurs day	£321	£327	2%	
	Friday	£336	£343	2%	
	Saturday	£387	£395	2%	
	Sunday/Bank Hols	£459	£468	2%	
	Attendance at a Registered Building (e.g.: Chapel)	£86	£86	0%	set by law
Civil Naming Ceremony Fees and Re-Affirmation of Vows/Commitment Ceremonies:	Mon - Fri	£170	£173	2%	
	Saturday	£191	£195	2%	
	Sunday/Bank Hols	£212	£216	2%	
	Non-refundable booking fee	£21	£21	0%	
Issuing a standard or short certificate of birth, death or marriage (and for statutory purposes):	At time of registration	£11	£11	0%	statutory fee
	After initial registration	£11	£11	0%	statutory fee
	After the Register has been closed	£11	£11	0%	statutory fee
	Issuing a standard or short certificate of birth, death or marriage (24 hour priority service)	£11	£11	0%	statutory fee
	Family History - historic birth, death and marriage	£11 plus £2 admin	£11 plus £2 admin	0%	statutory fee
Attending a marriage	at the register office - Mon - Friday	£46-£206	£46-£210	up to 2%	
	at the register office - Saturday	£170-£325	£173-£332	2%	
Civil Partnerships	for a certified copy issued by a registration authority: At the time of registration	£11	£11	0%	statutory fee
	for a certified copy issued by a registration authority: After the time of registration	£11	£11	0%	statutory fee
	for a certified extract issued by a registration authority: At the time of registration	£11	£11	0%	statutory fee
	for a certified extract issued by a registration authority: After the time of registration	£11	£11	0%	statutory fee
	Notices - Attestation by an authorised person of the necessary declaration	£35	£35	0%	statutory fee
Issuing a certificate	Special delivery 9.00am	£28	£28	0%	awaiting guidance from GRO
	Next day delivery	£20	£20	0%	awaiting guidance from GRO
	Recorded delivery	£15	£15	0%	awaiting guidance from GRO
	Statutory priority certificate fee for 24-hour service	£35	£35	0%	statutory fee
Misc.	Non refundable, non deductible booking fee for civil ceremonies	£21	£21	0%	
Decommissioned rooms	Mon - Fri	£93	£95	2%	
	Saturday	£206	£210	2%	

## LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge	
<b>Searches of the Land Charges Register</b>	LLC1 Search of the Local Land Charges Register - view only	£0.00	£0.00	0%	
	LLC1 Search of the Local Land Charges Register - tailored report	£6.00	£6.00	0%	
	LLC1 Search of the Local Land Charges Register - electronic via NLIS	£4.00	£4.00	0%	
	Personal Search of Local Land Charges Register - view only	£0.00	£0.00	0%	
	Additional Parcel - tailored report - per parcel	£1.00	£1.00	0%	
	Additional Parcel - electronic via NLIS - per parcel	£1.00	£1.00	0%	
<b>Property Enquiries</b>	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. VIEW ONLY	£76.60	£76.60	0%	
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. TAILORED REPORT	£119.00	£119.00	0%	
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. ELECTRONIC VIA NLIS	£119.00	£119.00	0%	
	CON29O - Optional enquiry No. 22 View Only	£22.00	£22.00	0%	
	CON29O - Optional enquiry No. 22 Tailored Report	£22.00	£22.00	0%	
	CON29O - Optional enquiry No. 22 Electronic Via NLIS	£22.00	£22.00	0%	
	Drafted Enquiries - view only	£22.00	£22.00	0%	
	Drafted Enquiries - tailored report	£22.00	£22.00	0%	
	Drafted Enquiries - electronic via NLIS	£22.00	£22.00	0%	
	Additional Parcel - view only - per parcel	£10.00	£10.00	0%	
	Additional Parcel - tailored report - per parcel	£10.00	£10.00	0%	
	Additional Parcel - electronic via NLIS - per parcel	£10.00	£10.00	0%	
	<b>Full Standard Search LLC1 &amp; CON29R:</b>	Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Tailored Report	£125.00	£125.00	0%
Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Electronic via NLIS		£123.00	£123.00	0%	
Additional Parcel - tailored report - per parcel		£11.00	£11.00	0%	
Additional Parcel - electronic via NLIS - per parcel		£11.00	£11.00	0%	
Copy Land Charge documents - available by written request only. Tailored report. Per document.		£13.00	£13.00	0%	
<b>1.1 a-i Planning Application Decisions and Pending Applications</b>	- view only	£0.00	£0.00	0%	
	- compiled report	£20.40	£20.40	0%	
	<b>1.1 j-l Building Control Decisions and Pending Applications</b>	- view only	£18.10	£18.10	0%
		- compiled report	£18.10	£18.10	0%
	<b>1.2 Planning Designations and Proposals</b>	- view only	£4.30	£4.30	0%
		- compiled report	£4.30	£4.30	0%
	<b>2.1 a-d Roads</b>	If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. VIEW ONLY	£0.00	£0.00	#DIV/0!
		If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. - compiled report	£17.80	£17.80	0%
	<b>2.2-2.5 Public Rights of Way</b>	- view only	£20.00	£20.00	0%

## LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge
Individual CON29R Question Fees Available to Local Land Charge Office subject to the following fees:	<b>2.2-2.5 Public Rights of Way - Compiled Report</b>	£20.00	£20.00	0%
	<b>3.1 Land Required for Public Purposes.</b> View only.	£1.20	£1.20	0%
	<b>3.1 Land Required for Public Purposes.</b> Compiled Report	£1.20	£1.20	0%
	<b>3.2 Land to be Acquired for Road Works.</b> View only.	£1.20	£1.20	0%
	<b>3.2 Land to be Acquired for Road Works.</b> Compiled Report.	£1.20	£1.20	0%
	<b>3.3 Drainage Agreements and Consents.</b> Please contact the relevant water authority. View only.	£1.00	£1.00	0%
	<b>3.3 Drainage Agreements and Consents.</b> Please contact the relevant water authority. Compiled Report.	£1.00	£1.00	0%
	<b>3.4 Nearby Road Schemes.</b> View only.	£4.75	£4.75	0%
	<b>3.4 Nearby Road Schemes.</b> Compiled report.	£4.75	£4.75	0%
	<b>3.5 Nearby Railway Schemes.</b> View only.	£1.80	£1.80	0%
	<b>3.5 Nearby Railway Schemes.</b> Compiled report.	£1.80	£1.80	0%
	<b>3.6 Traffic Schemes.</b> View only.	£4.75	£4.75	0%
	<b>3.6 Traffic Schemes.</b> Compiled report.	£4.75	£4.75	0%
	<b>3.7 Outstanding Notices.</b> View only.	£5.65	£5.65	0%
	<b>3.7 Outstanding Notices.</b> Compiled report.	£5.65	£5.65	0%
	<b>3.8 Contravention of Building Regulations.</b> View only.	£2.80	£2.80	0%
	<b>3.8 Contravention of Building Regulations.</b> Compiled report	£2.80	£2.80	0%
	<b>3.9 Notices, Orders, Directions and Proceedings under Planning Acts.</b> View only.	£2.10	£2.10	0%
	<b>3.9 Notices, Orders, Directions and Proceedings under Planning Acts.</b> Compiled report.	£6.30	£6.30	0%
	<b>3.10 Community Infrastructure Levy - View Only</b>	£1.00	£1.00	0%
	<b>3.10 Community Infrastructure Levy - Compiled Report</b>	£1.00	£1.00	0%
	<b>3.11 Conservation Areas.</b> View only.	£2.10	£2.10	0%
	<b>3.11 Conservation Areas.</b> Compiled report.	£2.10	£2.10	0%
	<b>3.12 Compulsory Purchase.</b> View only.	£1.25	£1.25	0%
	<b>3.12 Compulsory Purchase.</b> Compiled report.	£1.25	£1.25	0%
	<b>3.13 Contaminated Land.</b> View only.	£2.05	£2.05	0%
	<b>3.13 Contaminated Land.</b> Compiled report.	£2.05	£2.05	0%
	<b>3.14 Radon Gas.</b> View only.	£1.55	£1.55	0%
	<b>3.14 Radon Gas.</b> Compiled report.	£1.55	£1.55	0%
	<b>3.15 Assets of Community Value- View Only</b>	£1.00	£1.00	0%
	<b>3.15 Assets of Community Value- Compiled Report</b>	£1.00	£1.00	0%
	<b>4. Road Proposals by Private Bodies - view only.</b>	£12.00	£12.00	0%
	<b>4. Road Proposals by Private Bodies - compiled report.</b>	£12.00	£12.00	0%
	<b>5. Advertisements.</b> View only.	£12.00	£12.00	0%
	<b>5. Advertisements.</b> Compiled report.	£12.00	£12.00	0%
<b>6. Completion Notices.</b> View only.	£12.00	£12.00	0%	
<b>6. Completion Notices.</b> Compiled Report.	£12.00	£12.00	0%	
<b>7. Parks and Countryside.</b> View only.	£12.00	£12.00	0%	
<b>7. Parks and Countryside.</b> Compiled Report.	£12.00	£12.00	0%	
<b>8. Pipelines.</b> View only.	£12.00	£12.00	0%	
<b>8. Pipelines.</b> Completion only.	£12.00	£12.00	0%	
<b>9. Houses in Multiple Occupation.</b> View only	£12.00	£12.00	0%	
<b>9. Houses in Multiple Occupation.</b> Compiled report.	£12.00	£12.00	0%	
<b>10. Noise Abatement.</b> View only.	£12.00	£12.00	0%	
<b>10. Noise Abatement.</b> Compiled report.	£12.00	£12.00	0%	
<b>11. Urban Development Areas.</b> View only.	£12.00	£12.00	0%	
<b>11. Urban Development Areas.</b> Completion only.	£12.00	£12.00	0%	
<b>12. Enterprise Zones.</b> View only.	£12.00	£12.00	0%	
<b>12. Enterprise Zones.</b> Completion only.	£12.00	£12.00	0%	
<b>13. Inner Urban Improvement Areas.</b> View only.	£12.00	£12.00	0%	
<b>13. Inner Urban Improvement Areas.</b> Compiled report.	£12.00	£12.00	0%	
<b>14. Simplified Planning Zones.</b> View only.	£12.00	£12.00	0%	
<b>14. Simplified Planning Zones.</b> Compiled report.	£12.00	£12.00	0%	
<b>15. Land Maintenance Notices.</b> View only.	£12.00	£12.00	0%	

## LAND CHARGES

Category	Service	2019/20	2020/21	% increase /decrease from previous charge
	<b>15. Land Maintenance Notices.</b> Compiled report.	£12.00	£12.00	0%
	<b>16. Mineral Consultation Areas.</b> View only.	£12.00	£12.00	0%
	<b>16. Mineral Consultation Areas.</b> Compiled report	£12.00	£12.00	0%
	<b>17. Hazardous Substance Consents.</b> View only.	£12.00	£12.00	0%
	<b>17. Hazardous Substance Consents.</b> Compiled report.	£12.00	£12.00	0%
	<b>18. Environmental and Pollution Notices.</b> View only.	£12.00	£12.00	0%
	<b>18. Environmental and Pollution Notices.</b> Compiled report.	£12.00	£12.00	0%
	<b>19. Food Safety Notices.</b> View only.	£12.00	£12.00	0%
	<b>19. Food Safety Notices.</b> Compiled report.	£12.00	£12.00	0%
	<b>20. Hedgerow Notices.</b> View only.	£12.00	£12.00	0%
	<b>20. Hedgerow Notices.</b> Compiled report.	£12.00	£12.00	0%
	<b>21. Flood Defence &amp; Land Drainage Consents</b>	£12.00	£12.00	0%
	<b>21. Flood Defence &amp; Land Drainage Consents</b>	£12.00	£12.00	0%
	<b>22. Common Land, Town and Village Greens:</b> Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. View only.	£22.00	£22.00	0%
	<b>22. Common Land, Town and Village Greens:</b> Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. Compiled report.	£22.00	£22.00	0%

## SCHOOLS

Category	SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Home to School Transport	Vacant Seat charge, pre 16 per term	£160.00	£170.00	6%
	Vacant Seat charge, post 16 per term	£185.00	£195.00	5%
School Houses Rent per Year (Peppercorn?)	Llangattock	£25.00	£25.50	2%
	Talgarth	£180.00	£183.60	2%
	Arddleen	£10.00	£10.20	2%
	Buttington/Trewern	£30.00	£30.60	2%
	Carno	£250.00	£255.00	2%
	Dolfor	£50.00	£51.00	2%
	Forden	£1.00	£1.02	2%
	Gungrog	£1.00	£1.02	2%
	Llandysilio	£5.00	£5.10	2%
	Brynlywarch Hall	£100.00	£102.00	2%
School Houses Rent per month	Llangorse	£485.00	£494.70	2%
	Llandinam	Vacant	Vacant	n/a
	Meifod	£277.00	£282.54	2%
	Rhayader	£144.00	£146.88	2%
	Llanidloes High	Vacant	Vacant	n/a
	Llandrindod Wells	Vacant	Vacant	n/a

**SOCIAL CARE**

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge	Comments
Miscellaneous Items	Home Care (domiciliary care) (per hour)	£20.50 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	The fees and charges for Community Based Services will be increased in line with Welsh Government Guidelines when known
	Attendance at a Older Day Centre (per day)/Day and Employment Centre	£15 per day up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Attendance at Learning Disabilities services in the community (per day)	£15 per hour up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Transport to Older Day Centre	Free as directed by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	24 hour Support (supported tenancy) (per week)	£90 per week - max of £90 per week, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Shared Lives scheme (per night - to a maximum of £70 per week)	£28.85 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Shared Lives (short terms/respite placements)	£9.00 per night up to max of £90 pw as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Package of care i.e. a range of services - maximum	Up to a max of £90.00 as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Respite i.e. a stay not exceeding 8 weeks	Up to a maximum of £90pw per single episode of care, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
	Direct Payment Scheme - service provision	£20.50 up to max of £90pw, as set by WG	Same as 2019/20 as awaiting WG guidelines	0%	
Housing Related Support:	<i>Level 1: Community alarm only (per week)</i>	2.00	2.00	0%	
	<i>Level 2: Warden Service 9.00am - 5.00pm Mon - Fri (per week)</i>	9.90	9.90	0%	
	<i>Level 3: Warden Service, including 24 hour emergency call-out (per week)</i>	60.00	60.00	0%	
	<i>Level 4: Individual room, live-in housekeeper and meals (per week)</i>	60.00	60.00	0%	
Meals	<i>Meals at the day centre (per meal)</i>	7.50	7.50	0%	
Appointee & Deputyship	Protection of property (per month)	35.00	35.00	0%	
	Storage of paperwork (per month)	25.00	25.00	0%	
	Storage of belongings (per month)	55.00	55.00	0%	
	Winding up fee	350.00	350.00	0%	
	Delay in responsibility ( Deceased asset in administration) (per month)	25.00	25.00	0%	
	Treasury Solicitor for Deceased (per referral)	350.00	350.00	0%	

NOTES

*Social Care Charges (Wales), introduced in April 2011, consulted and have now increased maximum charge level to £90pw for non-residential Social Care charges*  
*Residential/Nursing charges governed by CRAG*

**DIGITAL SERVICES**

Category	ITEM/SERVICE	2019/20	2020/21	% increase /decrease from previous charge
Careline	Careline	49.58	50.77	2.4%

## **Briefing Paper to accompany the Fees and Charges Register**

### **1 Summary**

The purpose of this report is to consider and approve the changes to charges detailed within the Council's fees and charges register. The fees and charges register will be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.

The fees and charges register, contains details of all items for which a charge is made. It is important that these fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Councils income policy. This will ensure existing targets are being met and to explore any further income potential to maximise the Councils resources.

Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives.

The fees and charges register has been reviewed by each Service area, and appropriate uplifts proposed. A general increase of between 2% and 3% has been applied where no alternative basis is available.

### **2 Additions, removal and reduction of fees and charges are noted below along with any items where a significant increase has been applied:**

#### **2.1 The following removal of a charge should be noted:**

**Catering** – The supply of meals to Clifford School ceased in the summer of 2019.

#### **2.2 The following areas have significant increases:**

**Other Licences (Animals & Miscellaneous)** - The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence. In this case there have been increases in fees for all licenses in this category.

#### **2.3 The following fees and charges are proposed to reduce:**

**Other Licences, Miscellaneous** – The fees have been calculated using All Wales toolkit to ensure that the council's fees cover the full cost of administering each licence. This has seen a decrease for the fees charged for Variation of licence conditions (visit) and Depositing site rules.

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# **Capital Strategy and Treasury Management Strategy**

Including Minimum Revenue Provision Policy  
Statement and Annual Investment Strategy

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January 2020

## Index

- 1 Introduction
- 2 The Capital Prudential Indicators 2020/21 – 2028/29
- 3 Borrowing
- 4 Annual Investment Strategy
- 5 Capital Strategy
- 6 Treasury Management Strategy

Appendix A - Ten Year Capital Programme

Appendix B - Capital Receipts Policy

# 1. INTRODUCTION

## 1.1 Introduction

1.2 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.

1.3 The Strategy document provides a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, an overview of how the associated risk is managed and the implications for future financial sustainability.

1.4 It sets out an integrated plan for the future management of the Council's assets and its capital programme. It is a key document running alongside the Vision 2025 and the Medium Term Financial Strategy (MTFS) and will provide the framework to facilitate a seamless interface between business planning and the management of assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and ensures the effective and affordable management of the Council's assets.

1.5 The CIPFA 2017 Prudential Code and Treasury Management Code of Practice, sets out the new requirements in relation to the setting of a Capital Strategy. Detailed guidance on these new Codes were issued in August and September 2018. Additionally, statutory guidance was issued by the Ministry of Housing, Communities and Local Government (MHCLG) in March 2018 outlining new requirements for the Capital Strategy. The new requirements ask local authorities to consider the longer term as well as the short and medium term to:-

- Ensuring that the capital expenditure plans of the council are affordable, prudent and sustainable.
- Supporting transparent options appraisal.
- Giving an outline of future commitments so that the affordability of both the long term plan and any new proposals can be properly understood.
- Informing prioritisation and timing of projects to ensure that both financial and operational capacity is available for delivery.
- Providing an overview of risk so that projects and proposals can be viewed in the overall risk context of capital and treasury investments.
- Enabling the ongoing capital and revenue implications of capital expenditure to be better understood.

## 1.6 Capital Strategy

1.7 The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities.
- Clarity about how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies, and how they will be managed within the limited capital resources available.

- Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and economically sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.
- The aim of this capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.8 It is a requirement that the capital strategy demonstrates that the Local Authority takes both capital and investments decisions in line with service objectives. The capital strategy shows that the key drivers of the Council's Capital plans are captured through various plans across the authority. These includes;

- Highways Asset Management Plan
- Corporate Asset Plan
- Strategic Asset Management Plan
- Corporate Risk Register
- Service Plans
- Schools Organisation Plan

1.9 There are key issues identified through this plans, over the long-term we know the Council has a difficult challenge in sustaining and building upon the current assets it has under the current financial climate. The Strategy acknowledges the need to further develop our use of these plans in developing and prioritising the Council's Capital Programme.

#### 1.10 **Treasury Management**

1.11 The Treasury Management Strategy and Annual Investment Strategy report is a requirement of the CIPFA Code of Practice on Treasury Management and a requirement under the Local Government Act 2003. It has regard to the Guidance on Local Government Investments issued by the Welsh Government which requires the Treasury Management Strategy and Annual Investment Strategy to be approved by Full Council.

1.12 The Treasury Strategy is part of the overall Treasury Management Strategy Statement, alongside the capital plans (including prudential indicators), the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and an investment strategy (the parameters on how investments are be to managed).

1.13 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

- 1.14 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.15 The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.15 CIPFA defines treasury management as:  
*"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*
- 1.16 This authority has engaged in only minimal commercial investments and has no (or immaterial) non-treasury investments.

### 1.17 Treasury Management and Capital Reporting

The Council is currently required to receive and approve at Cabinet, as a minimum, three main treasury/capital reports each year, which incorporate a variety of policies, estimates and actuals.

**a. Prudential and treasury indicators and treasury and capital strategy** (this report) - The first, and most important report is forward looking and covers:

- the capital plans, (including prudential indicators);
- a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
- capital strategy and capital programme
- the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- an investment strategy, (the parameters on how investments are to be managed).

**b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators if necessary, and whether any policies require revision. In addition, this Council will receive further quarterly update reports.

**c. Monthly capital reports to Cabinet** – Providing an update on the capital spend, reprofiling and virement changes and funding that support delivery of the programme

**d. An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

- 1.18 The above Treasury reports are required to be adequately scrutinised before being recommended to the Cabinet and Council. This role is undertaken by the Audit Committee.

### 1.19 Treasury Management Strategy for 2020/21

The strategy for 2020/21 covers two main areas:

### **Capital issues**

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

### **Treasury management issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Welsh Government MRP Guidance, the CIPFA Treasury Management Code and Welsh Government Investment Guidance.

## **1.20 Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The Authority holds two briefing sessions per year for members and members must ensure that they attend at least one of these. The training needs of treasury management officers are periodically reviewed. Financial training in managing the financial aspects of capital over the project life is available for those that manage projects and takes place regularly throughout the year.

## **1.21 Treasury Management Consultants**

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors. They also support on Capital advice. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2028/29

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Capital expenditure £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Non-HRA	54,602	81,315	65,098	33,543	21,136	18,949	15,940	10,579	12,877	10,182
HRA	20,876	35,230	42,626	27,550	10,263	9,804	7,773	9,509	7,153	14,848
<b>Total</b>	<b>75,478</b>	<b>116,545</b>	<b>107,724</b>	<b>61,094</b>	<b>31,402</b>	<b>28,753</b>	<b>23,714</b>	<b>20,088</b>	<b>20,030</b>	<b>25,030</b>

Other long-term liabilities - The above financing need excludes other long-term liabilities, such as leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a requirement to fund through borrowing.

Financing of capital expenditure £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital receipts	4,082	9,856	2,248	0,418	0,248	0,248	0,248	0,248	0,248	0,248
Capital grants	22,687	48,658	48,681	31,045	14,033	10,244	9,258	6,462	6,642	6,462
Revenue/Reserves	5,702	12,534	9,786	10,437	5,511	9,106	7,211	7,726	7,332	10,995
<b>Net financing need for the year</b>	<b>43,006</b>	<b>52,379</b>	<b>47,009</b>	<b>19,194</b>	<b>11,609</b>	<b>9,154</b>	<b>6,996</b>	<b>5,652</b>	<b>5,988</b>	<b>7,325</b>

## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The Council is asked to approve the CFR projections below:

Capital Financing Requirement £'000	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
CFR – non HRA	295,012	330,710	356,066	361,579	363,508	362,515	362,043	359,492	356,934	354,366
CFR – HRA	95,048	108,381	122,822	126,581	125,996	123,784	123,161	121,145	119,410	118,896
<b>Total CFR</b>	<b>390,060</b>	<b>439,091</b>	<b>478,888</b>	<b>488,160</b>	<b>489,504</b>	<b>486,299</b>	<b>485,204</b>	<b>480,637</b>	<b>476,344</b>	<b>473,262</b>
<b>Movement in CFR</b>	<b>40,530</b>	<b>49,031</b>	<b>39,796</b>	<b>9,272</b>	<b>1,344</b>	<b>(3,205)</b>	<b>(1,095)</b>	<b>(4,567)</b>	<b>(4,293)</b>	<b>(3,082)</b>

Movement in CFR represented by:										
Net financing need for the year (above)	43,006	52,379	47,009	19,194	11,609	9,154	6,996	5,652	5,988	7,325
Less MRP/VRP and other financing movements	2,476	3,366	7,213	9,923	10,265	10,201	10,249	10,219	10,281	10,407
<b>Movement in CFR</b>	<b>40,530</b>	<b>49,031</b>	<b>39,796</b>	<b>9,272</b>	<b>1,344</b>	<b>(3,205)</b>	<b>(1,095)</b>	<b>(4,567)</b>	<b>(4,293)</b>	<b>(3,082)</b>

### 2.3 Minimum Revenue Provision (MRP) Policy Statement

MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs, it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.

The debt repayment is a revenue charge, the minimum revenue provision (MRP), although additional voluntary payments are allowed if required voluntary revenue provision (VRP).

Welsh Government regulations have been issued which require the Council to approve the **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision set out.

#### **Recommendation - The Council is recommended to approve the following MRP Statement for the 2020/21 financial year:**

- a) For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:
  - To continue to calculate the MRP on a 2% on a straight line basis for borrowing Council Fund debt.
- b) From 1 April 2008 for all unsupported borrowing (including PFI and finance leases), the MRP policy will be:
  - To charge MRP over the life of asset life on an annuity basis.
- c) Estimated life periods will be determined under delegated powers. Whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the components of expenditure and will only be divided up in cases where there are two or more major components with substantially different economic lives.

These options provide for a reduction in the borrowing need over approximately the asset's life.

- d) There is a requirement on the HRA to make a minimum revenue provision of 2% of the reducing balance. The HRA MRP for prudential debt will be calculated using the asset life method.
- e) Repayments included in annual PFI or finance leases are applied as MRP.
- f) In addition the guidance allows for MRP to be deferred for assets under construction and this part of the guidance is adopted because the asset is not used by the authority until it is operational and therefore the MRP will match the life of the asset.
- g) MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31<sup>st</sup> March 2019 the total VRP utilised was £8.4m, with the expected total overpayments being £19.5m.

### 3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Forward Projections

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

##### Change in External Debt

£'000	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29
<b>Council Fund</b>									
<b>External Debt</b>									
Debt at 1st April	179,191	275,267	316,981	319,333	328,672	342,355	345,650	343,927	345,451
Expected change in Debt	96,076	41,714	2,352	9,339	13,683	3,295	-1,723	1,524	-2,270
Estimated Gross Debt at 31st March	275,267	316,981	319,333	328,672	342,355	345,650	343,927	345,451	343,182
CFR	330,710	356,066	361,579	363,508	362,515	362,043	359,492	356,934	354,366
Under / (Over) Borrowing	55,443	39,085	42,246	34,835	20,160	16,393	15,565	11,482	11,184
<b>HRA</b>									
<b>External Debt</b>									
Debt at 1st April	95,048	108,381	122,822	126,581	125,996	123,784	123,161	121,145	119,410
Expected change in Debt	13,333	14,441	3,759	-584	-2,213	-623	-2,016	-1,735	-514
Estimated Gross Debt at 31st March	108,381	122,822	126,581	125,996	123,784	123,161	121,145	119,410	118,896
CFR	108,381	122,822	126,581	125,996	123,784	123,161	121,145	119,410	118,896

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Head of Financial Services reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

£m	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2022/30
Borrowing	399.0	432.0	455.0	469.0	476.0	481.0	487.0	495.0	501.0	501.0
<b>Total</b>	<b>399.0</b>	<b>432.0</b>	<b>455.0</b>	<b>469.0</b>	<b>476.0</b>	<b>481.0</b>	<b>487.0</b>	<b>495.0</b>	<b>501.0</b>	<b>501.0</b>

### 3.3 The authorised limit for external debt.

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

- a) This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- b) The Council is asked to approve the following authorised limit:

£m	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2022/30
Borrowing	429.0	462.0	485.0	499.0	506.0	511.0	517.0	525.0	531.0	531.0
<b>Total</b>	<b>429.0</b>	<b>462.0</b>	<b>485.0</b>	<b>499.0</b>	<b>506.0</b>	<b>511.0</b>	<b>517.0</b>	<b>525.0</b>	<b>531.0</b>	<b>531.0</b>

### 3.4 Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. Given the current level of uncertainties around the uncertainties following the general election and then subsequent developments, this is a major assumption and so forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% in 2019 due to the ongoing uncertainty over Brexit. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then it is likely the MPC would cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a "gradual pace and to a limited extent". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were an eventual Brexit with no agreement on the terms of trade between the UK and EU, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth.

**Bond yields / PWLB rates.** There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and

bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9.10.19.) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty-year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious to other western economies.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by **H.M. Treasury** to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the

next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### 3.5 Investment and Borrowing Rates

Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings. Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management.

While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new short or medium-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

### 3.6 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Head of Financial Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates*, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed.
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast*, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

### 3.7 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### 3.8 Debt rescheduling

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates. If rescheduling was done, it will be reported to the Cabinet at the earliest meeting following its action.

### 3.9 New Financial Institutions as a source of Borrowing and / or types of Borrowing

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency (no issuance at present but there is potential)

The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

### 3.10 Approved Sources of Long and Short term Borrowing

<b>On Balance Sheet</b>	<b>Fixed</b>	<b>Variable</b>
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock issues	●	●
Local temporary	●	●
Local Bonds	●	

Local authority bills	•	•
Overdraft		•
Negotiable Bonds	•	•
Internal (capital receipts & revenue balances)	•	•
Commercial Paper	•	
Medium Term Notes	•	
Finance leases	•	•

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment policy – management of risk

The Welsh Government and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (Appendix B).

The Council's investment policy has regard to the following: -

- Welsh Government's Guidance on Local Government Investments 2019 ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

The above guidance from the Welsh Government and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- a) Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- b) Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
- c) Other information sources used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- d) This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in appendix 5.4 under the categories of 'specified' and 'non-specified' investments.
  - I. Specified investments are those with a high level of credit quality and subject to a maturity limit of one year except deposits with local authorities which can be for any period
  - II. Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18 month deposit would still be non-specified even if it has only 11 months left until maturity.

- e) Lending limits (amounts and maturity), for each counterparty will be set in conjunction with Link's matrices.
- f) This authority will set a limit for the amount of its investments which are invested for longer than 365 days as set out in section 4.4.
- g) Investments will only be placed with counterparties from countries with a specified minimum sovereign rating as set out in section 4.3.
- h) All investments will be denominated in sterling.
- i) As a result of the change in accounting standards for 2019/20 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

This authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, further explained in section 4.5.

Changes in risk management policy from last year - The above criteria are unchanged from last year.

#### 4.2 Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach, utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- "watches" and "outlooks" from credit rating agencies;
- CDS spreads that may give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands:

- Yellow      5 years \*
- Dark pink    5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink    5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple        2 years
- Blue         1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange       1 year

- Red 6 months
- Green 100 days
- No colour not to be used

*Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt.*

*Please note: "fund" ratings are different to individual counterparty ratings, coming under either specific "MMF" or "Bond Fund" rating criteria.*

The Link Asset Services' creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of F1 and a long term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

Credit ratings will be monitored daily through use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, as well as information on any external support for banks to help support its decision making process.

#### **4.3 UK banks – ring fencing**

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required

to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

#### 4.4 Country limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

**Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA-** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.5. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

#### 4.5 Investment strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

**Investment returns expectations.** On the assumption that the UK and EU agree a Brexit deal including the terms of trade by the end of 2020 or soon after, then Bank Rate is forecast to increase only slowly over the next few years to reach 1.25% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- Q1 2021 0.75%
- Q1 2022 1.00%
- Q1 2023 1.25%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%
Later years	2.25%

The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture. The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside. In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit:

<b>Upper limit for principal sums invested for longer than 365 days</b>			
<b>£m</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Principal sums invested for longer than 365 days	£m 10	£m 10	£m 10
Current investments as at 10.01.20 in excess of 1 year maturing in each year	Nil	Nil	Nil

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access accounts, money market funds and short-dated deposits.

#### **4.6 Investment performance / risk benchmarking**

This Council will use an investment benchmark to assess the investment performance of its investment portfolio of 3 month LIBID un compounded.

#### **4.7 End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Review Report.

## 5. TREASURY MANAGEMENT STRATEGY STATEMENT

### 5.1 The Capital Prudential and Treasury Indicators 2020/21 – 2022/23 and MRP Statement

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

**Capital expenditure** - This indicator is shown in the prudential indicators above

### 5.2 Affordability prudential indicators

Section 2 and 3 above cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

#### a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

	2018/19 Actual	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29	Estimate 2029/30
£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Financing Costs	9,202	7,816	9,926	15,718	19,722	20,639	19,610	19,804	20,339	20,594	21,019	21,299
Net Revenue Stream	247,482	255,408	269,600	270,179	271,046	272,209	273,678	273,678	273,678	273,678	273,678	273,678
Council Fund	4.73%	5.72%	3.06%	3.68%	5.82%	7.28%	7.58%	7.17%	7.24%	7.43%	7.52%	7.68%
Financing Costs	2,931	5,520	5,782	6,810	7,686	7,921	7,707	7,903	7,750	7,919	8,185	8,429
Net Revenue Stream	24,147	24,883	25,650	26,409	27,190	27,995	28,824	29,678	30,557	31,463	32,396	33,357
HRA	12.14%	22.18%	22.54%	25.79%	28.27%	28.30%	26.74%	26.63%	25.36%	25.17%	25.27%	25.27%

#### b. Maturity structure of borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

<b>Maturity structure of borrowing 2020/21</b>		
	<b>Lower</b>	<b>Upper</b>
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	40%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	40%
30 years to 40 years	0%	40%
40 years to 50 years	0%	40%

## 5.4 Economic Background

**UK. Brexit.** 2019 has been a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January; however, even if a Conservative Government gains an overall majority in the general election on 12 December, there will still be much uncertainty as the detail of a trade deal will need to be negotiated by the current end of the transition period in December 2020.

While the Bank of England went through the routine of producing another quarterly Inflation Report, (now renamed the Monetary Policy Report), on 7 November, it is very questionable how much all the writing and numbers are worth when faced with the uncertainties of where the UK will be after the general election. The Bank made a change in their Brexit assumptions to now include a deal being eventually passed. Possibly the biggest message that is worth taking note of from the Monetary Policy Report, was an increase in concerns among MPC members around weak global economic growth and the potential for Brexit uncertainties to become entrenched and so delay UK economic recovery. Consequently, the MPC voted 7-2 to maintain Bank Rate at 0.75% but two members were sufficiently concerned to vote for an immediate Bank Rate cut to 0.5%. The MPC warned that if global growth does not pick up or Brexit uncertainties intensify, then a rate cut was now more likely. Conversely, if risks do recede, then a more rapid recovery of growth will require gradual and limited rate rises. The speed of recovery will depend on the extent to which uncertainty dissipates over the final terms for trade between the UK and EU and by how much global growth rates pick up. The Bank revised its inflation forecasts down – to 1.25% in 2019, 1.5% in 2020, and 2.0% in 2021; hence the MPC views inflation as causing little concern in the near future.

If economic growth were to weaken considerably,, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. The Government has already made moves in this direction and both of the largest parties have made significant promises in their election manifestos to increase government spending. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure. In addition, it has to be borne in mind that even if the post-election Parliament agrees the deal on 31 January 2020, the current transition period for negotiating the details of the terms of a trade deal with the EU only runs until 31 December 2020. This could prove to be an unrealistically short timetable for such major negotiations which leaves open two possibilities; one the need for an extension of negotiations, probably two years, or a no deal Brexit in December 2020.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell again in October to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the **labour market**, growth in numbers employed has been quite resilient through 2019 until the three months to September where it fell by 58,000. However, this was about half of what had been expected. The unemployment rate fell back again to a 44 year low of 3.8% on the Independent Labour Organisation measure in September, despite the fall in numbers employed, due to numbers leaving the work force. Wage inflation has been edging down from a high point of 3.9% in July to 3.8% in August and now 3.6% in September, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 1.9%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the

overall rate of economic growth in the coming months. The other message from the fall in wage growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

In the **political arena**, a general election could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

**USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of growth to a robust 2.9% y/y. **Growth** in 2019 has been falling after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2 and then 1.9% in quarter 3; it is expected to fall further. The strong growth in employment numbers during 2018 has weakened during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening; CPI inflation fell from 2.3% to 2.0% in September.

**The Fed** finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not intended to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates by 0.25% again in September and by another 0.25% in its October meeting to 1.50 – 1.75%. At its September meeting it also said it was going to **start buying Treasuries again**, although this was not to be seen as a resumption of quantitative easing but rather an exercise to relieve liquidity pressures in the repo market. Despite those protestations, this still means that the Fed is again expanding its balance sheet holdings of government debt. In the first month, it will buy \$60bn, whereas it had been reducing its balance sheet by \$50bn per month during 2019. As it will be buying only short-term (under 12 months) Treasury bills, it is technically correct that this is not quantitative easing (which is purchase of long term debt).

Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This **trade war** is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.

However, in early November, a phase one deal was agreed between the US and China to roll back some of the tariffs which gives some hope of resolving this dispute.

**EUROZONE.** **Growth** has been slowing from +1.8 % during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1, +0.2% q/q (+1.2% y/y) in quarter 2 and then +0.2% q/q, +1.1% in quarter 3; there appears to be little upside potential in the near future. German GDP growth has been struggling to stay in positive territory in 2019 and fell by -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars.

**The European Central Bank (ECB)** ended its programme of quantitative easing purchases of debt in December 2018, which then meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by quantitative easing purchases of debt. However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels "at least through the end of 2019", but that was of little help to boosting growth in the near term. Consequently, it announced a **third round of TLTROs**; this provides banks with cheap borrowing every three months from September 2019 until March 2021 that means that, although

they will have only a two-year maturity, the Bank was making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank's eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum; at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a **resumption of quantitative easing purchases of debt for an unlimited period**; (at its October meeting it said this would start in November at €20bn per month - a relatively small amount compared to the previous buying programme). It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and, unsurprisingly, the ECB stated that governments will need to help stimulate growth by 'growth friendly' fiscal policy.

On the political front, Austria, Spain and Italy have been in the throes of **forming coalition governments** with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The latest results of German state elections has put further pressure on the frail German CDU/SDP coalition government and on the current leadership of the CDU. The results of the Spanish general election in November have not helped the prospects of forming a stable coalition.

**CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and shadow banking systems. In addition, there still needs to be a greater switch from investment in industrial capacity, property construction and infrastructure to consumer goods production.

**JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

**WORLD GROWTH.** Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support (i.e. subsidies) to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a **reversal of world globalisation and a decoupling of western countries** from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation. Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will militate against central banks increasing interest rates.

The trade war between the US and China is a major concern to **financial markets** due to the synchronised general weakening of growth in the major economies of the world, compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns resulted in **government bond yields** in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in

most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US). There are also concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks and the use of negative central bank rates in some countries. The latest PMI survey statistics of economic health for the US, UK, EU and China have all been predicting a downturn in growth; this confirms investor sentiment that the outlook for growth during the year ahead is weak.

### INTEREST RATE FORECASTS

The interest rate forecasts provided by Link Asset Services in paragraph 3.2 are **predicated on an assumption of an agreement being reached on Brexit between the UK and the EU**. On this basis, while GDP growth is likely to be subdued in 2019 due to all the uncertainties around Brexit depressing consumer and business confidence, an agreement is likely to lead to a boost to the rate of growth in subsequent years which could, in turn, increase inflationary pressures in the economy and so cause the Bank of England to resume a series of gentle increases in Bank Rate. Just how fast, and how far, those increases will occur and rise to, will be data dependent. The forecasts in this report assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.

- In the event of an **orderly non-agreement exit**, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall.
- If there was a **disorderly Brexit**, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

However, there would appear to be a majority consensus in the Commons against any form of non-agreement exit so the chance of this occurring has diminished.

### The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- In the event that a Brexit deal was agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

### Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- **Brexit** – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- **Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new coalition based on an unlikely alliance of two very different parties will endure.
- Weak capitalisation of some **European banks**, particularly Italian banks.
- **German minority government**. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in recent state elections but the SPD has done particularly badly and this has raised a major question mark over continuing to support the CDU. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until 2021.
- **Other minority EU governments**. Austria, Sweden, Spain, Portugal, Netherlands and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was **potential for a rerun of the 2008 financial crisis**, but this time centred on the huge debt binge accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on **some \$19trn of corporate debt in major western economies**, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a fire sale, which would then depress prices further and so set off a spiral down. The IMF's answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.
- **Geopolitical risks**, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

### Upside risks to current forecasts for UK gilt yields and PWLB rates

- **Brexit** – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy,

which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

### 5.5 Treasury Management Practice – Credit and Counterparty Risk Management

**Specified Investments:** All such investments will be sterling denominated with maturities up to maximum of 1 year (except for deposits with local authorities which can be for any period), meeting the minimum ‘high’ quality criteria where applicable. (If a deposit is made for say 2 years, it starts as being a non-specified investment and remains as a non-specified investment even when it’s time to maturity falls under 12 months.) The criteria, time limits and monetary limits applying to institutions or investment vehicles are

<b>Institution</b>	<b>Maximum Investment per Group/Institution £M</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	30	Up to 364 days	As per Link’s matrices
Foreign Banks	5	Up to 364 days	As per Link’s matrices
Other Local Authorities	25	Up to 5 years	N/A

**Non specified Investments:** These are any investments which do not meet the specified investment criteria. A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories. The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

<b>Institution</b>	<b>Maximum Investment per Group/Institution £M</b>	<b>Maximum Length</b>	<b>Credit Rating/Other Assessment of Risk</b>
UK Banks	10 (£5M limit with any one institution)	Up to 2 years	As per Link’s matrices
Foreign Banks	2	Up to 2 years	As per Link’s matrices
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A

*Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.*

### 5.6 Approved Countries for Investments

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody’s and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

**Based on lowest available rating**AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

AA-

- Belgium
- Qatar

**5.7 Treasury Management Scheme of Delegation**

The governance of the key decisions are set out below:

## (i) Full Council

- approval of annual strategy

## (ii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

## (iii) Cabinet

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of amendments to the Authority's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers.

## 5.8 The Treasury Management Role of the Section 151 Officer

The role of the section 151 officer is set out below:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

The above list of specific responsibilities of the S151 officer in the 2017 Treasury Management Code has not changed. However, implicit in the changes in both codes, is a major extension of the functions of this role:-

- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long term timeframe (*say 20+ years – to be determined in accordance with local priorities.*)
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

## 5.9 Summary Treasury Management Budget and Forecast

	<b>2020/21</b>	<b>2019/20</b>
	<b>£,000</b>	<b>£'000</b>
Employees	165	165
Transport – leasing costs	1,491	1,250
Supplies and Services	200	200
Interest Paid	14,845	14,845
Debt Management Expenses	30	6
<b>Gross Expenditure</b>	<b>16,731</b>	<b>16,466</b>
Interest Received	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>16,731</b>	<b>16,466</b>

### Notes

- Supplies and Services includes the following main items:-

Dr/Cr card and bank charges	175k
Treasury /Leasing Advice	17k

- Interest Received has no budget as cash balances have significantly reduced. Any interest received in respect of cash surpluses may need to be used to offset borrowing costs for negative cash balances.

## 6. CAPITAL STRATEGY

### 6.1 Background

Part 1, Section 3 of the Local Government Finance Act 2003 requires that the Authority shall determine and keep under review how much it can afford to borrow. The Act is supported by the Prudential Framework for local authority capital investment and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Code). The CIPFA Prudential Code was revised in December 2017. The revised Code introduced a new requirement that all authorities produce a capital strategy, which sets out the long-term context in which capital expenditure and investment decisions are made.

The Capital Strategy and Treasury Management Strategy Statement (TMSS) are closely linked and both are revised annually. The Capital Strategy defines the Council's spending and the TMSS sets out how it will be funded and its impact on the overall financial standing of the Council.

### 6.2 Aims, Priorities and Principles

The purpose of this strategy is to set out the objectives, principles and governance framework to ensure that the Authority takes capital expenditure and investment decisions in line with service objectives. The Powys County Council Vision 2025 outlines the key priorities and objectives of the Council for the period to 31 March 2025.

**Vision 2025** - Building on previous progress to make Powys the best possible place to live, work and visit, ensuring communities feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery. In an era of continued budgetary pressures, growing demand and increased expectations it is very important that there is clarity about what the Council wants to achieve now and in the future.

An open and enterprising council, this means:

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

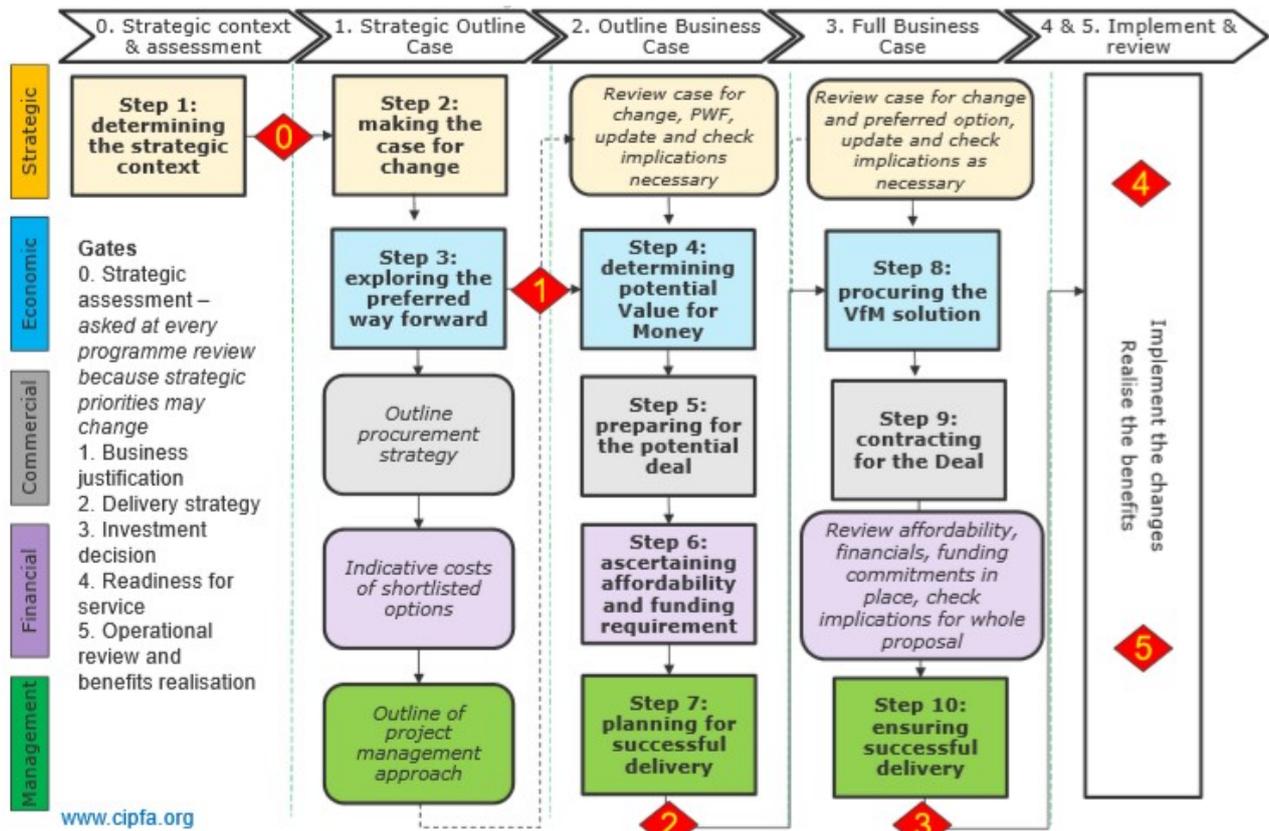
Having clear priorities to deliver the vision:

- **The Economy** - We will develop a vibrant economy
- **Health and Care** - We will lead the way in effective, integrated rural health and care
- **Learning and Skills** - We will strengthen learning and skills
- **Residents and Communities** - We will support our residents and communities

The Council's guiding principles are based on the Well-being of Future Generations (Wales) Act 2015, which means the decisions made must take into account the impact on people's lives in Powys in the future.

### 6.3 Governance, approval and monitoring

Welsh Government have adopted the Better Business Case approach to building, reviewing and agreeing business cases. These principles have been adopted in the Councils' Capital Governance Framework. This approach introduces a more formal regime to follow and ensures consistency and a robust approach to developing each project. The diagram below sets out the gates and steps necessary to develop a capital from proposal through to a successful delivery. There has been an urgency in adopting this new regime to evidence stronger governance based on robust business cases from services.



The governance of this Capital Strategy follows the same process as the Revenue Budget Setting Process and will be presented to the Cabinet as part of the Medium Term Financial Strategy which is then recommended to full Council for approval.

The three stages of the Governance Framework are:

**Stage 1 - The Strategic Outline Case (SOC)**, these must be completed for the new bids and have necessary approval.

**Stage 2** - Once the SOC is approved, managers will need to complete more detailed work, particularly on the economics of the case, finances (detailed costings) and submit the **Outline Business Case (OBC)** for approval through the Strategic Asset Board, who provide challenge and then make recommendation to EMT / Cabinet to approve.

**Stage 3 - The Final Business Case (FBC)** is the final gateway and the project would move to the procurement stage. At this point the tender price for the project would be known and the risks quantified. Only when the FBC becomes a live project does the capital budget get allocated, which will improve our budget forecasting and profiling. Any revenue contributions including MRP costs would need to be built into the budget at stage 3.

For business cases between £75k and £1m a less formal business justification case will be adopted, being more simple and quicker to develop and proceed to project.

Each year there is a small bids programme funded by an allocation in the Capital Programme for capital projects under £75k, these are dealt with through the Strategic Asset Board.

The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed

## 6.4 Funding the Capital Strategy

The cost of funding the capital programme is closely monitored due to the impact on the revenue budget and the ongoing funding constraints of the Councils Medium Term Financial Strategy. The Council aims to minimise the cost of borrowing on the Financial Resource Model (FRM). Capital projects are prioritised where they can evidence a reduction in the cost of revenue, such as digital technologies or generate income such as building council dwellings.

The Housing Revenue Account (HRA) uses the surplus on the HRA account (excess of rental income over expenditure) to fund capital expenditure. This is reflected in the HRA business plan and does not impact on the Council Fund. Although the HRA operates separately from the Council Fund, the Council does not borrow separately for Council Fund and HRA expenditure, all borrowing is combined and the costs apportioned to the two funds based on the level of expenditure funded from borrowing for the two funds. The apportionment method is kept under review to ensure that it remains the most equitable method.

The Capital programme detailed at Appendix A, is funded from the following sources:-

- General Capital Grant – This is a sum of money which is provided by the Welsh Government as part of the annual settlement. The Council is free to use the capital grant on any capital project it wishes.
- Supported Borrowing – The Council will borrow from the Public Works Loans Board (PWLB) to fund the expenditure. The revenue costs arising from the borrowing (Interest Costs and Minimum Revenue Provision) are funded by the Welsh Government through the annual revenue settlement, hence the term “Supported Borrowing”.
- Unsupported Borrowing – Again, the Council borrows the funding from the PWLB but is required to finance the revenue costs from its own resources. Projects funded by means of unsupported borrowing tend to be projects which deliver revenue savings and it is these savings that are used to meet the additional revenue costs arising from the borrowing.
- Specific Capital Grants – The Council will be awarded capital grants which partly or fully fund the cost of a project. Capital grants usually come with restrictions surrounding the expenditure which can be funded and by when the expenditure must be incurred.
- Revenue Contribution – Services can make a contribution from their revenue budgets to fund projects. These contributions tend to be as a match funding to a project which is mainly funded from a specific capital grant.
- Capital Receipts – The funds generated from the sale of assets can be used to contribute to the funding of the capital programme. These are usually generated from the sale of surplus assets (normally land or buildings). The Councils’ Capital Receipts Policy is set out in Appendix D
- Reserves – Funding held in reserve, e.g. unapplied capital receipts, can be used to support the capital programme.

## 6.5 Capitalisation Direction and Transformation

In December 2017 the Secretary of State announced the continuation of the capital receipt flexibility programme for a further three years up to financial year 2021/22. This is significant as it gives authorities the continued freedom to use in year capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings.

Capital receipts, less the administrative costs to sell the asset, will be used to fund the cost of the transformation projects for the next three years. The capital receipts policy is provided at Appendix B and forms a key element of the Medium Term Financial Strategy.

## 6.6 Programme Overview

The Capital Programme is a key enabler to deliver the Council's ambition set out in Vision 2025. Broadly the programme covers three areas of expenditure. These are:

- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day to day activities that will ensure the Council meets its statutory requirements
- a retained asset programme to improve or enhance the life of existing assets, and
- an investment programme in schemes linked to the Council's strategic priorities; commercial schemes to generate income and increase the diversification of the Council's property portfolio, or reduce the revenue costs of running and maintaining the assets.

## 6.7 Investment in Commercial Schemes

The main commercial activities that the authority has undertaken are the purchase of investment properties held either to generate a rental income or for capital appreciation. The Council has 12 properties of these five are livestock markets, five offices with rental potential and two other facilities, a restaurant and a caravan park. The council expects to receive £240k of rental income for these properties, which is 0.1% of the Council's net cost of service.

The council's trading company may become the vehicle to support greater commercial investment, but no activities are currently trading through this company.

The Council may consider investing further in commercial property to see economic and community improvement and/or regeneration within the county and for investment purposes. The Council's objective for investing in commercial property are set out below:

- Support the strategic community objectives of the council,
- Have a balanced investment approach,
- Improve covenant strength
- Drive income generation
- Maintain yield

## 6.8 Capital Investment across Services

The Council has developed its capital strategy which sets out the long-term context (10 years) in which capital decisions are made and demonstrates that the capital / investments decisions are taken in line with priorities and gives consideration to both risk/reward and impact; as well as properly taking account of stewardship, value for money, prudence, sustainability and affordability.

The Council will continue to invest in services that underpin the priorities set out as part of Vision 2025, the key themes have clear service projects:

- a) **Residents and the Community** - We will support our residents and communities
- **Housing** - The Council will continue to maintain the WHQS achieved in 2018, with an ongoing capital programme in part funded through Welsh Government Funding and Supported Borrowing. The HRA 30 Year Business Plan demonstrates an affordable capital strategy alongside delivering the day to day service and has key objectives linked to the Local Housing Strategy. Over the lifetime of the business plan the service will look to invest in 250 new council dwellings, in addition to the improvement and management of its housing stock.
  - **Leisure and Recreation**

A number of libraries are already housed in open public locations, and self-service technology continues to be funded through capital allowing customers to make increased use of the resources available even when staff are not present. This provides a wider more cost effective service and is linked to improving learning and skills and health and wellbeing.

- **Highways and Environment**

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

- **Waste Strategy**

Powys County Council faces stringent Welsh Government (WG) statutory recycling targets. These are 64% for 2019/20 and 70% for 2024/25. In addition to this there is a target to reduce landfill to 10% by 2019/20 and 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service. A network of assets under the Council's control allows flexibility to adapt to any changing requirements within the industry and Government policy and legislation. Some of these schemes will deliver efficiency savings in future years, whilst others ensure health and safety issues are minimised.

b) **Health and Care** – We will lead the way in effective, integrated rural health and care.

- **Social Care**

The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. This strategy acknowledges that people in Powys live longer and healthier lives than elsewhere in Wales and that Powys is a place aspiring to help improve the wellbeing of all people. These are the key areas that become priorities for action.

The schemes mainly focus on accommodation options and the use of assistive technology, which has a key role to play in the modernisation of health and social care. With ever increasing technological advances, it offers a range of possibilities for greater choice, not only of how people can access the support they need, but also where and when they access support. In doing so, assistive technology enables people to take greater control, and to live independently for longer by preventing hospital admissions and premature moves to residential care. Enabling access to better accommodation options is essential in order to support independent living and reduce demand for other types of care.

c) **Learning and Skills** – We will strengthen learning and skills

- **Schools**

The Council is investing £159m over the next ten years in its schools. It aims to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Major capital investment in school buildings in Powys will continue to be taken forward through the WG's 21st Century Schools programme, and the authority's programme for Band B (2019 – 2024) will develop schools according to agreed strategic policy. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

The programme has a 65% capital intervention rate for mainstream schools, 75% for special schools and it also offers a new and innovative funding route where the intervention rate is 85% the Mutual Investment Model. The Council will develop its strategies to ensure

maximisation of the potential investment opportunities that may be available via WG funding.

d) **The Economy** – We will develop a vibrant economy

- The vision is to ensure that the property and land assets are efficient, sustainable and in the right locations to support the delivery of services and the achievement of key priorities. The Strategic Asset Board and the StAMP (Strategic Asset Management Plan) are the mechanisms in place to help deliver these priorities. The MTFs forecasts a gap between funding levels and resource requirements over the medium term and therefore enables specific actions to be identified to balance the budget and manage resources. An escalated disposals programme has been developed to help bridge this gap. Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. Savings may be generated from reduced running costs or schemes that generate income but revenue costs may be incurred to service any borrowing associated with the scheme.

- **Regeneration, Property and Development**

The Council need to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County. The Abermule scheme is one such scheme that sees the Authority creating a business park on a former WG site which otherwise would not have been developed in the short to medium term. New approaches need to be developed in community and social sectors to the design and ways services are delivered, known as Alternative Delivery Models (ADMs), to sustain important services and meet future needs.

Continue to modernise the way the Council operates and develop agile working throughout the offices. Teams will be expected to work in new ways that will mean ICT investment will be key to delivering efficient office accommodation

- **County Farms**

It is essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of County Farms estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers, and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces an annual surplus and has made a considerable contribution in capital receipts.

e) **Information Technology**

The service engages with change programmes so that investment and resource meets identified priorities. In respect of infrastructure, IT will seek to invest in up to date cloud based technologies including 'Azure' cloud technologies, improved telephony and mobile systems, WEB and share-point and improved wireless. In terms of applications IT is looking to rationalise the number of systems through investment in replacement of legacy corporate systems and improved integration between systems notably the WEB and Intranet.

## 6.9 Risk Management

All large capital projects are managed under the Council's Project Management Methodology, which incorporates risk identification and risk management. The Council also has a Risk Management Policy which is applied to all its projects and activities.

For all capital projects, project managers update financial forecasts on a monthly basis identifying any areas subject to risk of overspend, underspend or slippage. The monthly report is reviewed by the officer Resources Working Group, where any issues are discussed and, if necessary, referred for action.

There is also a degree of funding risk in the Capital Programme, reliant as it is on future capital receipts, and the ability to be able to afford borrowing if necessary. These risks need to be managed and monitored on a regular basis, and action taken where necessary.

Risk appetite in this context is the level of risk that the Council is prepared to accept to be exposed to at any point in time in relation to its activities. It involves knowing what risks the Council wishes to avoid, what risks it is willing to accept and what risks it is willing and able to manage (including by transferring them to a third party, e.g. through insurance).

The risks are regularly monitored and managed both financially and operationally in accordance with council processes. The financial performance is reported on a monthly basis to the Resources Working Group and on a quarterly basis to Portfolio Holders as part of the revenue budget monitoring.

The Council is willing to accept the risks set out in this Strategy for projects that have Council approval provided that the project management ensures the appropriate mitigations are put in place to bring the project within acceptable risks margins.

The key financial risks inherent in the Council's Capital Programme include:

Description of Risk	Potential Impact
The longer a project takes to come to fruition, the greater the risk that the financial cost of the project will have increased, both due to the additional staff time spent on the project and the inflationary impact on the costs involved in bringing the asset into operation.	May result in financial pressures on the other projects/ programmes and service delivery.
There is a degree of correlation between the length of time a project spends in the feasibility and development stage and an increased risk of project failure or abandonment. Should a project fail for any reason, the regulations require all capital costs to be returned to revenue, which may create significant pressures, depending on the level of spend at that point.	May result in additional revenue pressures on delivery/services.
Project expenditure is higher than forecast estimates	May result in increased financial pressures/ limitations on future investment options.
Once a project has been delivered successfully the cash expended is then bound in the asset. In the case of the assets that are for service delivery and do not generate a rental income stream, the money invested in the asset is only recovered if and when the asset is sold at a future date. This carries inherent financial risks in that the asset may have decreased in value, depending on market conditions, or may not have increased in value sufficiently to mitigate the effects of inflation.	May result in increased financial pressures/ limitations on future investment options.

## APPENDIX A - CAPITAL PROGRAMME 2020/21 to 2029/30

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Education</b>												
Major Improvements	3,284	2,908	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	15,193
Crickhowell High School Extension	447	434	0	0	0	0	0	0	0	0	0	881
Crickhowell High School Sports Centre	65	51	0	0	0	0	0	0	0	0	0	117
Child Care	858	2,859	0	0	0	0	0	0	0	0	0	3,717
	4,655	6,253	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	19,907
<b>Band A</b>												
Brecon High School	6,775	0	0	0	0	0	0	0	0	0	0	6,775
Gwernyfed Catchment Primary Schools	151	0	0	0	0	0	0	0	0	0	0	151
Carno, Glantwymyn Federation	1,083	0	0	0	0	0	0	0	0	0	0	1,083
Welshpool CinW School	755	5,135	0	0	0	0	0	0	0	0	0	5,890
Gwernyfed High School	270	5,700	1,000	0	0	0	0	0	0	0	0	6,970
Ysgol Calon Cymru	151	2,409	3,372	0	0	0	0	0	0	0	0	5,932
	9,185	13,244	4,372	0	0	0	0	0	0	0	0	26,801
<b>Band B</b>												
Ysgol Bro Hyddgen	250	14,114	8,077	0	0	0	0	0	0	0	0	22,442
Ysgol Brynlywarch	200	800	2,000	4,753	900	0	0	0	0	0	0	8,653
Newtown Development												
• Cedewain	100	7,900	8,136	0	0	0	0	0	0	0	0	16,136
• New WM High School	0	0	8,150	16,000	7,941	0	0	0	0	0	0	32,091
• EM Primary School (North Powys Wellbeing)	250	1,500	7,212	0	0	0	0	0	0	0	0	8,962
Welshpool HS Refurbishment	1,564	0	0	0	0	0	0	0	0	0	0	1,564
Ysgol Gymraeg y Trallwng	441	0	3,500	2,268	0	0	0	0	0	0	0	6,209

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Refurbishment - School A	0	0	1,948	1,674	1,449	0	0	0	0	0	0	5,071
Refurbishment - School B	0	0	0	0	873	4,946	0	0	0	0	0	5,819
Refurbishment - School C	0	0	0	0	0	873	4,302	0	0	0	0	5,175
	2,805	24,314	39,023	24,695	11,163	5,819	4,302	0	0	0	0	112,122
	16,645	43,811	44,396	25,695	12,163	6,819	5,302	1,000	1,000	1,000	1,000	158,831

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

Highways Core Allocation	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Structural Maintenance	1,586	1,500	1,500	1,500	1,500	0	0	0	0	0	0	7,586
HAMP	0	575	0	0	0	0	0	0	0	0	0	575
Public Highway Refurbishment Grant (Surface Dressing)	1,575	1,576	0	0	0	0	0	0	0	0	0	3,150
Tallerddig Works for Network Rail	72	0	0	0	0	0	0	0	0	0	0	72
Electric Charge Points (Integrated Transport)	140	60	0	0	0	0	0	0	0	0	0	200
Other Integrated Transport	469	0	0	0	0	0	0	0	0	0	0	469
Street Lighting	100	250	250	250	250	0	0	0	0	0	0	1,100
Major Remedial Earthworks	312	0	0	0	0	0	0	0	0	0	0	312
Structural Drainage	263	0	0	0	0	0	0	0	0	0	0	263
Highways Strengthening (Resurfacing)	3,149	0	0	0	0	0	0	0	0	0	0	3,149
Structural Repairs - Footways	194	0	0	0	0	0	0	0	0	0	0	194
Bridge Renewal/Strengthening	1,210	500	500	500	500	0	0	0	0	0	0	3,210
Surface Dressing	225	0	0	0	0	0	0	0	0	0	0	225
Residential Estates	100	0	0	0	0	0	0	0	0	0	0	100
Road Safety and Small Schemes	58	0	0	0	0	0	0	0	0	0	0	58
Flood Alleviation	911	0	0	0	0	0	0	0	0	0	0	911
Depot Storage Bays	90	0	0	0	0	0	0	0	0	0	0	90
Strategic Salt Reserve	834	0	800	0	0	0	0	0	0	0	0	1,634

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Recycling Bulking Facility - North												
Powys	1,858	1,042	103	0	0	0	0	0	0	0	0	3,003
HWRC Newtown	226	0	0	0	0	0	0	0	0	0	0	226
HWRC Brecon	20	480	0	0	0	0	0	0	0	0	0	500
Relocation to Cwrt y Plyffin	75	1,038	50	0	0	0	0	0	0	0	0	1,163
Llandrindod HWRC H&S works	25	0	0	0	0	0	0	0	0	0	0	25
AHP Containers	0	163	0	0	0	0	0	0	0	0	0	163
Local Transport Fund	1,435	0	0	0	0	0	0	0	0	0	0	1,435
Active Travel	838	250	0	0	0	0	0	0	0	0	0	1,088
Vehicle Telematics/Technology	295	0	0	0	0	0	0	0	0	0	0	295
TrawsCymru Vehicles	458	0	0	0	0	0	0	0	0	0	0	458
Vehicle Replacement	2,122	6,603	2,680	1,021	1,215	5,202	3,710	2,651	4,949	2,254	2,714	35,121
	18,640	15,537	7,383	4,771	4,965	6,702	5,210	4,151	6,449	3,754	4,214	81,776

#### **Property, Planning and Public Protection**

County Farms Estate	640	100	100	100	100	0	0	0	0	0	0	1,040
County Hall External Fabric	150	0	0	0	0	0	0	0	0	0	0	150
County Hall DSO site	100	0	0	0	0	0	0	0	0	0	0	100
Workshops	209	0	0	0	0	0	0	0	0	0	0	209
North Area Review	250	0	0	0	0	0	0	0	0	0	0	250
County Hall Swipe Access	100	0	0	0	0	0	0	0	0	0	0	100
Ladywell House	3,278	0	0	0	0	0	0	0	0	0	0	3,278
Park Office Roof	191	0	0	0	0	0	0	0	0	0	0	191
Office Accommodation	309	0	0	0	0	0	0	0	0	0	0	309
Abermule Business Park Units	1,124	700	400	0	0	0	0	0	0	0	0	2,224
Cemeteries	205	0	0	0	0	0	0	0	0	0	0	205
Planning Software	50	0	0	0	0	0	0	0	0	0	0	50
	6,607	800	500	100	100	0	0	0	0	0	0	8,107

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Leisure and Recreation</b>												
Self Service Terminals in Libraries	75	58	0	0	0	0	0	0	0	0	0	133
Library Works	98	0	0	0	0	0	0	0	0	0	0	98
Refurbishment of Sports Centres	480	465	374	364	302	0	0	0	0	0	0	1,985
Footbridges - Replacement Programme	15	15	15	15	15	15	15	15	15	15	15	165
Other Rights of Way Bridges	28	13	0	0	0	0	0	0	0	0	0	41
Byway Network	88	255	0	0	0	0	0	0	0	0	0	343
Fron Bridge	0	100	0	0	0	0	0	0	0	0	0	100
Llangadfan Bridge	0	50	0	0	0	0	0	0	0	0	0	50
Monks Trod Byway	8	298	0	0	0	0	0	0	0	0	0	306
Y Gaer	597	0	0	0	0	0	0	0	0	0	0	597
Captains Walk Gardens	247	0	0	0	0	0	0	0	0	0	0	247
Other Museum projects	123	0	0	0	0	0	0	0	0	0	0	123
	1,758	1,254	389	379	317	15	15	15	15	15	15	4,187
<b>Housing and Commissioning</b>												
Disabled Facilities Grant	1,387	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	14,387
Safe, Warm and Secure	200	200	200	200	200	200	200	200	200	200	200	2,200
Gypsy & Traveller Site - Welshpool	4	0	0	0	0	0	0	0	0	0	0	4
Gypsy & Traveller Site - Machynlleth	77	793	0	0	0	0	0	0	0	0	0	870
Abritas IT System	82	0	0	0	0	0	0	0	0	0	0	82
CO2i Assistance	48	48	48	48	48	48	48	48	48	48	48	528
Loans to RSL	0	10,000	5,000	0	0	0	0	0	0	0	0	15,000
Landlord Loans	421	200	200	200	200	200	200	200	200	200	200	2,421
Extra Care	173	0	2,134	0	0	0	0	0	0	0	0	2,307
	2,393	12,541	8,882	1,748	1,748	1,748	1,748	1,748	1,748	1,748	1,748	37,800

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
<b><u>Economic Development</u></b>												
Community Halls	61	0	0	0	0	0	0	0	0	0	0	61
Targeted Regeneration Investment Programme (TRI Programme)	0	700	0	0	0	0	0	0	0	0	0	700
Town Centre Property Investment (TRI Programme)	300	1,200	0	0	0	0	0	0	0	0	0	1,500
Riverside Enterprise Park (TRI Programme)	336	614	0	0	0	0	0	0	0	0	0	950
Autopalace R and D Centre (TRIP)	16	0	0	0	0	0	0	0	0	0	0	16
Community Regeneration Fund	71	0	0	0	0	0	0	0	0	0	0	71
Economic Stimulus	0	665	0	0	0	0	0	0	0	0	0	665
Food Poverty	13	0	0	0	0	0	0	0	0	0	0	13
Section 106 Project	34	0	0	0	0	0	0	0	0	0	0	34
Mid Wales Growth Deal	0	0	0	0	0	0	0	0	0	0	0	0
	831	3,179	0	0	0	0	0	0	0	0	0	4,010
<b><u>Information Services</u></b>												
Refresh Programme	240	150	434	250	370	350	350	350	350	350	350	3,544
Cloud Services	42	250	215	0	0	0	0	0	0	0	0	507
ICT Enterprise Monitoring	100	0	0	0	0	0	0	0	0	0	0	100
ICT Infrastructure and Cyber Security	213	171	0	0	0	0	0	0	0	0	0	384
Sharepoint	33	67	0	0	0	0	0	0	0	0	0	100
ICT System Rationalisation	160	361	0	0	0	0	0	0	0	0	0	521
Hwb In School Infrastructure Grant	360	0	0	0	0	0	0	0	0	0	0	360
Finance System	83	0	0	0	0	0	0	0	0	0	0	83
	1,231	1,000	649	250	370	350	350	350	350	350	350	5,600

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Children Services</b>												
Flying Start - Open Door, Welshpool	0	292	0	0	0	0	0	0	0	0	0	292
Flying Start - Brecon	820	0	0	0	0	0	0	0	0	0	0	820
Golwyg y Bannau Refurbishment	99	0	0	0	0	0	0	0	0	0	0	99
	<b>919</b>	<b>292</b>	<b>0</b>	<b>1,211</b>								
<b>Adult Services</b>												
PCC Care Homes (Shaw Healthcare) -	90	100	100	100	110	0	0	0	0	0	0	500
Community Equipment e.g. profile beds	126	100	100	0	0	0	0	0	0	0	0	326
Telecare	100	0	0	0	0	0	0	0	0	0	0	100
Innovative use of robotics e.g. Pepper	0	200	200	0	0	0	0	0	0	0	0	400
Castell y Dail	334	0	0	0	0	0	0	0	0	0	0	334
The Rhyd	78	0	0	0	0	0	0	0	0	0	0	78
SMAF Old Bank Welshpool	366	0	0	0	0	0	0	0	0	0	0	366
Arlais/Lant Avenue ODC	176	0	0	0	0	0	0	0	0	0	0	176
Mobile Working and Transformation	100	0	0	0	0	0	0	0	0	0	0	100
Powys ASC Smart Technology	45	0	0	0	0	0	0	0	0	0	0	45
Dom Care System	14	0	0	0	0	0	0	0	0	0	0	14
	<b>1,430</b>	<b>400</b>	<b>400</b>	<b>100</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,440</b>
<b>Legal Services</b>												
Congress System	22	0	0	0	0	0	0	0	0	0	0	22
<b>Local (small) Capital Schemes</b>												
Capitalisation Direction	0	500	500	500	500	500	500	500	500	500	500	5,000
Unallocated Resources	3,640	2,000	2,000	0	0	0	0	0	0	0	0	7,640
	<b>487</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>865</b>	<b>2,815</b>	<b>2,815</b>	<b>2,815</b>	<b>2,815</b>	<b>2,815</b>	<b>2,815</b>	<b>18,242</b>
<b>Total</b>	<b>54,602</b>	<b>81,315</b>	<b>65,098</b>	<b>33,543</b>	<b>21,139</b>	<b>18,949</b>	<b>15,940</b>	<b>10,579</b>	<b>12,877</b>	<b>10,182</b>	<b>10,642</b>	<b>334,866</b>

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Financed By:</b>												
Prudential Borrowing	19,325	30,015	23,827	7,638	4,404	2,037	1,506	0	0	0	0	88,753
General Capital Grant	4,327	4,560	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	33,925
Grants	14,466	31,220	27,302	17,056	7,571	3,782	2,796	0	0	0	0	104,194
Capital Receipts	4,082	2,956	2,248	248	248	248	248	248	248	248	248	11,271
Revenue/Reserves	2,520	5,917	3,114	1,271	1,585	5,552	4,060	3,001	5,299	2,604	3,064	37,987
<b>Total</b>	<b>54,602</b>	<b>81,315</b>	<b>65,098</b>	<b>33,543</b>	<b>21,139</b>	<b>18,949</b>	<b>15,940</b>	<b>10,579</b>	<b>12,877</b>	<b>10,182</b>	<b>10,642</b>	<b>334,866</b>

**Housing Revenue Account**

WHQS	12,173	12,489	8,368	10,661	5,295	5,336	4,975	7,140	5,380	13,041	12,270	97,128
New Builds/Purchases	4,859	17,726	29,536	11,672	362	377	385	392	400	408	416	66,534
Fit For Life	1,991	2,725	2,218	2,444	2,295	2,193	557	570	0	0	0	14,993
Adaptions	464	250	256	261	267	273	279	285	291	298	250	3,173
Energy Efficiency	0	250	332	339	347	355	362	285	291	298	0	2,859
Estate Improvements	525	250	434	606	406	415	368	199	209	208	0	3,620
Compliance One Hundred	0	390	460	470	491	447	457	239	175	179	0	3,308
Water Supply and Sewage Works												
Renewal	0	50	51	52	160	109	111	114	116	119	0	883
Damp Prevention Strategy	743	100	153	209	213	191	167	171	175	179	0	2,301
Ystradgynlais Regeneration	0	300	715	731	320	0	0	0	0	0	0	2,067
Rapid Response Fund	0	100	102	104	107	109	111	114	116	119	0	983
Community Alarms	0	600	0	0	0	0	0	0	0	0	0	600
Mobile Solution	60	0	0	0	0	0	0	0	0	0	0	60
Vehicles	60	0	0	0	0	0	0	0	0	0	0	60
<b>Total</b>	<b>20,876</b>	<b>35,230</b>	<b>42,626</b>	<b>27,550</b>	<b>10,263</b>	<b>9,804</b>	<b>7,773</b>	<b>9,509</b>	<b>7,153</b>	<b>14,848</b>	<b>12,936</b>	<b>198,569</b>

**Financed By:**

Prudential Borrowing	13,798	15,736	17,357	7,008	2,657	2,570	942	1,104	1,440	2,777	2,085	67,473
Grant	3,895	12,878	18,597	11,207	3,680	3,680	3,680	3,680	3,680	3,680	3,680	72,337
Capital Receipts	0	0	0	170	0	0	0	0	0	0	0	170
Revenue/Reserves	3,183	6,616	6,672	9,166	3,926	3,554	3,151	4,725	2,033	8,391	7,171	58,588
<b>Total</b>	<b>20,876</b>	<b>35,230</b>	<b>42,626</b>	<b>27,550</b>	<b>10,263</b>	<b>9,804</b>	<b>7,773</b>	<b>9,509</b>	<b>7,153</b>	<b>14,848</b>	<b>12,936</b>	<b>198,569</b>

## Appendix B Capital Receipt Policy

### Introduction

This policy is introduced to provide guidance to Senior Managers on the rules governing the application of Capital Receipts in Powys County Council. This guidance has been drafted in line with the two codes of practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). These publications are:

- The Prudential Code for Capital Finance in Local Authorities
- The Code of Practice on Local Authority Accounting

The two publications referred to above contain guidance on capital receipts and local authority accounting that complements guidance issued by the Welsh Government.

In England and Wales, capital receipts are defined by Section 9(1) of the Local Government Act 2003 to include all instances where property, plant or equipment is disposed of for cash (subject to a £10,000 de minimis). All references to Capital Receipts in this policy therefore refers to this definition.

### Application

- This guidance should be read alongside the relevant direction issued by Welsh Ministers.
- This guidance applies with effect from 1 April 2018 and for each subsequent financial year to which the use of capital receipts applies.
- The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property plant and equipment assets received in the years in which this flexibility is offered. Officers must therefore not use stock of capital receipts to finance the revenue costs of qualifying projects.

### Costs of Disposal

The statutory arrangements for capital receipts in England and Wales permit costs of disposals to be financed from the receipts generated, although there is a cap of 4% of the Capital Receipt for costs incurred in relation to non-housing disposals.

### Qualifying Expenditure

The accounting process for disposals is complicated by the fact that proceeds from the sale of property, plant and equipment are generally subject to statutory restrictions over their use. Income that meets the definition of capital receipts is reserved for new capital investment or for the reduction of an authority's indebtedness. This definition has however been extended by a Capitalisation directive (April 2018) on the Flexible Use of Capital Receipt by the Welsh Cabinet Secretary for Local Government and Public Services, in the exercise of his powers under section 16(2)(b) and 20 of the Local Government Act 2003), that the local authorities in Wales treat as capital expenditure, any expenditure which:

- (a). Is incurred by the Authorities that is designed to generate ongoing revenue savings in the delivery of services and/or transform service delivery in a way that reduces cost or demand for services in future years for any of the public sector delivery partners; and
- (b). Is properly incurred by the authorities for the financial years that begin in 1 April 2016, 1 April 2017, 1 April 2018, 1 April 2019, 1 April 2020 and 1 April 2021."

While this directive extends the scope of expenditure that qualify for the use of Capital Receipts, it also restricts the period during which the flexibility can be applied. Therefore any decision to apply Capital Receipt, must meet the conditions of both the qualifying period and the qualifying expenditure.

The qualifying period during which flexibility can be applied is the financial years that begin from 1 April 2016 and end on 31 March 2022. This means that any Capital Expenditure received prior to 1 April 2016 or received after 31 March 2022 cannot be applied under the exemptions of the Capitalisation Directive. Capital Receipts received during the directive period can also not be applied with the same flexibility once the directive term has expired.

Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in a way that reduces costs or demand for services in future years for the Authority or any of the delivery partners. This includes investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.

The set up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

### **Examples of qualifying expenditure**

There are a wide range of projects that could generate qualifying expenditure and the list below is neither prescriptive nor exhaustive. Examples of projects include:

- Preparatory work necessary to support local authority mergers as part of the programme to reform local government in Wales;
- Sharing back-office and administrative services with one or more other council or public sector body;
- Investment in service reform feasibility work, eg. setting up pilot schemes;
- Collaboration between local authorities and central government to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using the National Procurement Service, Crown Commercial Services or other central purchasing bodies which operate in accordance with the Wales Procurement Policy Statement;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
- Investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term, across one or more local authorities and/or other public sector bodies.

### **Use of Capital Receipts**

The current policy for the use of Capital Receipts is contained in the Corporate Asset Policy.

Capital Receipts will normally be credited to the Central Fund and will be used to progress the Council's principal objectives defined in the Corporate Improvement Plan. However, up to 4% of the capital receipt may be reclaimed by Property as permitted and approved costs of sale.

Capital receipts from the sale of Farm or Agricultural land under the County Farm Estate and property vested in the HRA will be subject to the following apportionment:

This policy proposes the use of Capital Receipts to continue to be based on the following:

<b>Type</b>	<b>Service Area</b>	<b>Corporate</b>
Agricultural	0%	100%
HRA Dwellings and Land	100%	
Homefinder Receipts	100%	
Vehicles	100%	

# Powys County Council Reserves Policy

## Introduction

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

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

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

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

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

## Definitions

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

## Types of Reserve

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

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

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

Reserves should not be held without a clear purpose.

### **General Fund Reserves**

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

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

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

The risk assessment will be reviewed annually.

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

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

## **Earmarked and Specific Reserves**

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

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

## **Ringfenced Reserves**

### Housing Revenue Account

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

### Schools Reserves

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

## **Reporting of Reserves**

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

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

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Powys County Council

## Budget Simulator Public Consultation 2019-20

### Communications and Overview of Findings

Jane Thomas  
11-18-2019

**Contents**

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Communications	2
Budget Simulator Findings	4
Demographics	5

### **1. Background:**

Over the past few years the council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought through surveys, workshops, a citizen panel and a previous budget simulator exercise in 2015/16.

The latest budget simulator exercise has been undertaken as part of the consultation process to support the 2020/2021 budget process which requires cost reductions of £13m to achieve a balanced budget.

### **2. Purpose of report:**

The purpose of this report is to bring together the findings from the consultation to allow the Council decision makers to view the findings and ensure they are considered as part of the final budget decision making process. The appendices provide all the public comments made through the simulator exercise, in terms of their overall views and more specifically, each service area that offered cost reductions. The comments are provided in full for transparency and it is hoped that salient points can be gleaned from the detailed list and used where needed to support impact assessments and other narratives.

### **3. Communications**

The Communications team set out the communications for the budget consultation approach as a three phased plan:

Phase I - Information Giving. Promote the new animations available on the website around council tax and how the council receives its money. (May/June)

*Over 900 visits to the website have been made through this period*

Phase II - Pre-engagement. Correspondence from the leader to councillors, employees and town and community councils to explain the budgetary position and to promote the forthcoming exercise and to seek initial qualitative feedback via a set template. Also engaged with disability and carers groups, primary and secondary Heads presented with key facts and asked about pupil engagement re- (July/August)

- *Handful of responses received from TCCs and Cllrs*
- *Feedback from meeting of town clerks held by Ness Young to seek to improve relations/understanding between parties*
- *Feedback from two sessions run with PDSL and LD & Carers groups to explain budget position and get their input as more vulnerable groups*
- *Follow up session booked to help PDSL members to complete the exercise*
- *Lack of response from schools*

Phase III – Feedback on Phase II (September)

Phase III – Launch budget simulator, promote via mix of methods (social media, media, direct comms, posters, PAVO etc, staff intranet, all cllrs, TCCs etc and invite feedback on the service reductions listed in the simulator by Sunday 3 November. (October/November)

*580 responses received – 574 English 6 Welsh of which 482 provided demographic data and 298 responded with comments, we know that at least double that figure clicked on to the simulator but didn't complete the exercise.*

Phase V – Analysis (November/December)

*Draft report and presentation now available*

Phase VI – Due regard. Consideration of feedback ahead of finalising and setting the budget and council tax levels. (December/January)

The engagement process through the Simulator Consultation is summarised in the table below:

Actions	Outcomes
Press releases issued at start /mid-point of exercise.	Some good coverage overall – Front-page County Times
All staff emails, intranet article and reminders	Good engagement and response by our employees
Posters and flyers distributed to all libraries, given to staff to put up or hand out in their local community. Example: officer handed out flyers at Aldi on a Sat am.	Number of flyers given out and posters visible in certain communities but no countywide staff distribution network exists
Posters and flyers dropped off in advance of countywide community connectors meeting at PAVO	Unsure how and if connectors distributed, talked to people about the exercise - tbc
Social media posts and gifs produced and promoted	Lots of comments and engagement received via clicks to exercise
All PCC social media account holders asked to share the exercise via their pages – tenants, YIS etc.	Some evidence of some sharing/liking the posts
Links with other existing channels – Tenant 100 panel	Tenants emailed and invited to take part.
Key partner asked to invite their employees to take part	PTHB circulated to all staff.
Schools emailed following secondary school heads meeting to remind them re- pupil involvement opportunities during Local Democracy week, PSE lessons	Little indication that any of school worked to encourage their pupils to do the exercise in school time. See demographics.
TCC reminder emails issued	Little evidence of TCCs sharing with their communities etc.
Cllr reminder emails issued	Some liked or shared link from our site via their own social media accounts.
Drop in session held in Ystradgynlais and Brecon library to support non IT residents (others cancelled due to purdah) Prior to organised session officer handed out flyers and put posters up in Tesco, Welfare Hall & Volunteer Centre in Ystradgynlais, Morrison's in Brecon.	Good for promoting exercise, handing out flyers, talking to those using the library, but no one turned up for specific help to access the exercise re- IT literacy issues/disability See demographics.

#### 4. Budget Simulator Findings

The budget simulator findings are shown below, and show the mean values of all respondents and the budget adjustment acceptable to achieve a balanced budget: Schools have the lowest reduction of just 0.55%, whilst central support had a much larger figure of 5.83%. The public suggested that council tax could be increased above the 5% set as the base, mean averages from the 580 respondents suggest a 6% increase would be palatable. Note: majority of respondents were in higher council tax bands. Only 45 respondents were in C Tax Bands A-, A or B.

<b>Highways Transport and Recycling</b>	
Waste and Recycling Services	-2.84%
Highways, Grounds Maintenance and Streetscene	-2.27%
Transport	-3.30%
<b>Adult Social Care</b>	
Support for service users in their own home	-2.38%
Residential Placements	-3.40%
<b>Children's Services</b>	
Keeping children in Powys safe	-2.66%
<b>Education</b>	
Central schools support and school improvement	-5.35%
Youth Services	-4.81%
Additional Learning Needs and Inclusion	-3.78%
<b>Schools</b>	
Schools	-0.55%
<b>Culture and Recreation</b>	
Catering and cleaning services	-5.41%
Library and cultural services	-5.03%
Countryside services	-5.12%
Economic Development and Regeneration	-5.46%
<b>Regulatory and Property Services</b>	
Planning Services	-4.72%
Property Services	-4.98%
<b>Central Support Services</b>	
Central Support Services	-5.83%

The budget simulator comments, and suggested budget reductions will form part of the budget setting process, and be evidenced through the final decisions made on the budget reductions. The findings should also be reflected on the Impact Assessments where relevant.

### 5. Demographics

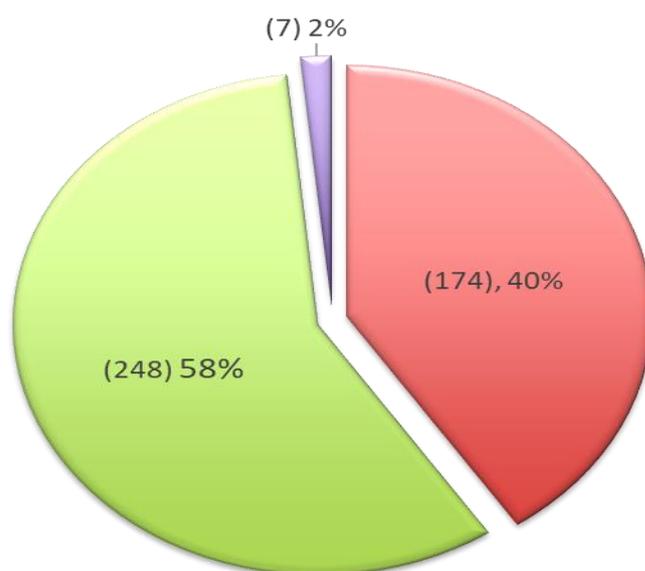
The following tables and charts present the demographic information gathered from those who completed this section in the budget simulator.

#### Gender

436 out of a possible 580 respondents gave their gender. Of these, more women appear to have responded to the exercise than men.

Comparison: Population of Powys 2018 = 132,447  
 Female = 66,856 (50%)  
 Male = 65,591 (50%)

Source: ONS Mid year estimates.

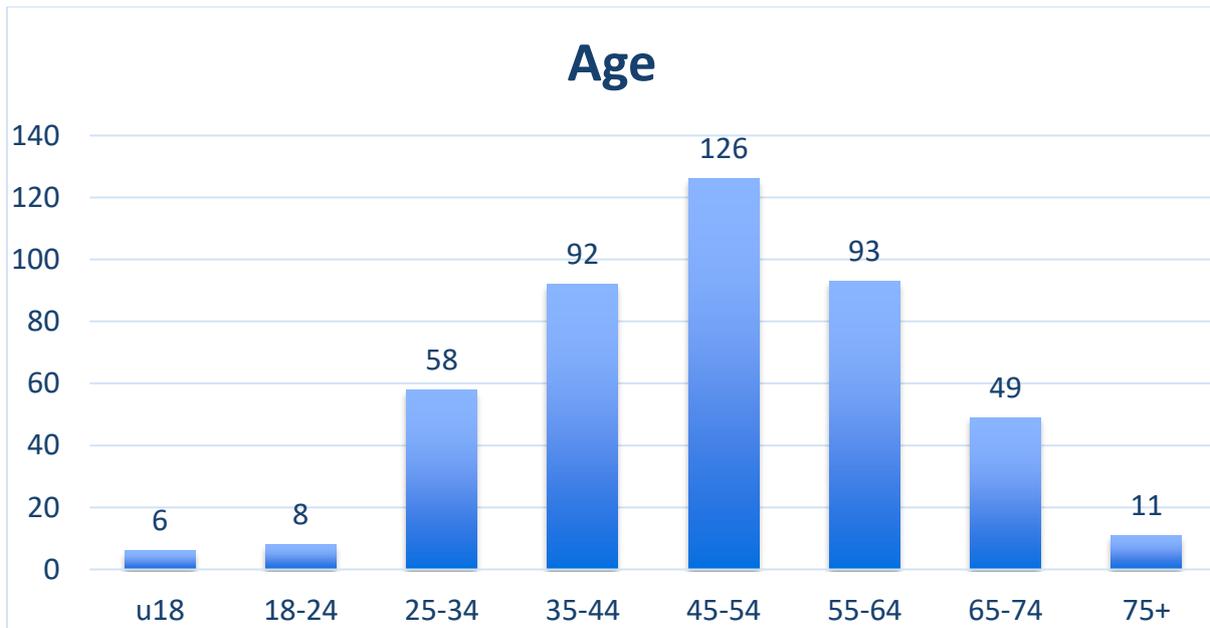


**Gender**    ■ Male    ■ Female    ■ Other - Gender fluid

#### Age

443 out of a possible 580 respondents gave their age details. The views of people under 24 years of age and those over 75 are less represented.

u18	18-24	25-34	35-44	45-54	55-64	65-74	75+
6	8	58	92	126	93	49	11

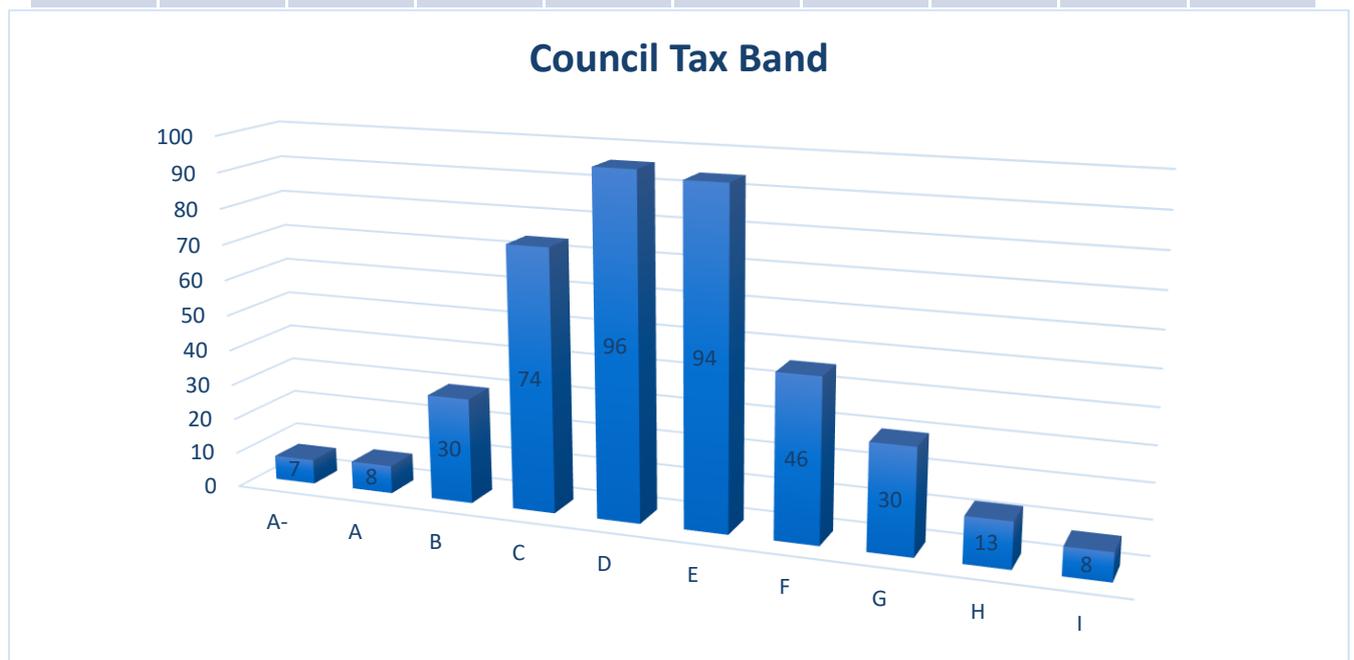


Council Tax Band

The majority of respondents were in either C, D or E council tax bands, this mirrors the overall Powys picture. Only a handful of respondents were at either end with seven people in Band A-, eight in Band A and eight in Band I.

Comparison - In Powys we have over 62,517 properties listed.

A-	A	B	C	D	E	F	G	H	I
7	8	30	74	96	94	46	30	13	8



Postcodes

383 respondents gave their postcode. The highest response rate was from people living in the LD1 area which covers homes in Llandrindod, Howey, Hundred House etc.

Brecon, Newtown, Builth and Ystradgynlais were next in terms of number of responses. The lowest responses were from Coelbren, Pont Nedd Fechan and Llanbrynmair where for each only one person had left their postcode details.

Some postcode areas saw no responses e.g. SY5 and NP7

HR3	LD1	LD2	LD3	LD4	LD5	LD6	LD7	LD8	SA9	SA10
13	74	28	52	4	6	9	8	6	23	1
SA11	NP8	SY10	SY15	SY16	SY17	SY18	SY19	SY20	SY21	SY22
1	10	4	14	48	7	20	1	13	23	18

Other

We also captured information on

Ethnicity - 394 Responses

White	Asian	Black	Gypsy Traveller	Mixed	Other	Other ethnic
394	2	1	3	6	7	1

Disability – 69 Responses

Hearing Loss	Physical Disability	Mental Health	Dexterity	Stamina	Visual	Learning Disability
13	11	9	9	8	7	3

Employment status – 94 Responses

Working	Retired	Sick / Disabled	Other	Volunteering
67	20	3	3	1

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 1- TEC						
<b>Outline Summary / Description of Proposal</b>							
To deploy assistive technology to support people to remain independent, with a focus on enabling virtual assessments in care homes where this is appropriate.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£45,000	£45,000	£45,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will enhance client experience and will not result in a change to staff terms and conditions therefore no consultation required

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

### 5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	We will become more efficient in undertaking reviews of care packages, which could be undertaken jointly with other partners, through reducing mileage costs.	Good	We will track mileage reductions through virtual assessments to understand impact of the proposal.	Good
<b>Learning and skills</b> We will strengthen learning and skills	We will embrace new technology that enables us to meet resident needs in more cost effective ways	Good	Staff, patients and providers will be supported to understand any new technology so that benefits can be maximised.	Good
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

**Source of Outline Evidence to support judgements**

The Council has identified an exciting product called [Ethel](#) to introduce in to Care Homes in the North of the County under the North Powys Wellbeing Programme in order for staff to undertake remote assessments.

6. How does your proposal impact on the Welsh Government’s well-being goals?

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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>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.	By utilising technology, workers will be able to spend more time understanding and responding to the needs of residents, and less time travelling to and from venues.	Good		Choose an item.
<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).	This proposal should assist the Council in reducing its carbon footprint through a reduction in car fuel emissions.	Good		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to 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
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	A reduction in travel time for staff should contribute to greater levels of wellbeing amongst our care workforce.	Good		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	By embedding technology as an enabler, we will be creating the conditions for a more sustainable social care offer in the future.	Good		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	We will work closely with Powys care homes to ensure that we work in partnership to embed the approach.	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	We will involve care homes, residents and their families through an initial trial, so that we take a collaborative approach to rolling out the approach.	Good	We will monitor usage to ensure that the technology is understood	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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

*The integrated approach to support effective decision making*



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	Travel time for workers will reduce.	Good		Choose an item.

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Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that rollout is effectively project managed, to include robust communication, engagement and support.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
None	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low risk

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal is deemed to be low risk with no risk to the community.	

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

What additional evidence and data has informed the development of your proposal?
<a href="https://www.ethelcare.co.uk/professional-care-providers/">https://www.ethelcare.co.uk/professional-care-providers/</a>

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Impact on car mileage will be monitored.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of CIP process.

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Chris Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	1 April 2020
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 2- Direct payments						
<b>Outline Summary / Description of Proposal</b>							
Increase the take up of Direct Payments for eligible service users is proposed to deliver more freedoms and flexibilities to service users and their carers and generate efficiencies.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£200,000	£300,000	£200,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will not result in a change to staff terms and conditions and will be up to eligible individuals to take up direct payments.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	There will be a greater use of community/third sector and independent providers of care.	Good	In addition, an e-market place solution will need to be procured to ensure that service users can access solutions.	Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Promoting the use of direct payments and ensuring that the offer is attractive will help contribute to a greater mixed economy of provision within the County. Direct payments will provide greater choice and flexibility for those that need care and support.	Good	Considerable change management project to be developed with all stakeholders including communication about the positive aspects of change to this model.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities	The approach will enable communities to access more personalised support and as a result, will have more of a role in the design and delivery of services that they need.	Good		Good

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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.		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).	This proposal should assist the Council in reducing its carbon footprint through a reduction in car fuel emissions.	Good		Good

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	People will be supported the regain or maintain independence and therefore become more resilience and self- reliant in terms of meeting needs	Good		Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	People will be able to use Direct Payments more proactively and access local resources with the support of a Strength-based approach	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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		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.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>		Neutral		Neutral
<b>Opportunities to promote the Welsh language</b>		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Disability</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence through short term time limited support.	Good		Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive supports.	Good		Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposed new approach will be developed and delivered with the inclusion of PTHB and Third Sector partners.	Good		Good

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## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Socio economic opportunities may arise within communities to support people at home via third sector organisations/ private providers, utilising Direct Payments.	Good		Good
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		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.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral
<b>Impact on Powys County Council Workforce</b>	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Good
<b>Source of Outline Evidence to support judgements</b>				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

Ensure that rollout is effectively project managed, to include robust communication, engagement and support.

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk	
Medium	Medium	Medium	
Mitigation			
Ensure that any issues with regards to direct payment processes are raised with our direct payment support provider in a timely manner. Ensure that we continue to promote the use of direct payments through our communication and engagement work. Both to be managed through ongoing joint work between operations, commissioning and our direct payment support provider.			
Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	External capacity/knowledge would need to be sought to meet timescales set	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal seeks to further embed our direct payments offer, by making direct payments easy to understand and use, through effective communications and engagement, and easy to use self-service options. The risk to the community is low but a sustained and well-planned communications and engagement will be needed to promote the benefits of direct payments to both residents and adult services staff. The proposal is in line with the Social Services and Well-being Act Wales (2014) which promotes independence and flexibility and choice around care.	

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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

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

Social Care Wales has a useful guide on direct payments, including [“myths and facts about direct payments.”](#) Resources such as this will inform our communications and engagement.



VW Plus  
Overview.pptx

12. On-going monitoring arrangements?

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

Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.

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

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Martin Heuter		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Clr Myfanwy Alexander		

14. Governance

Decision to be made by	Date required
Portfolio Holder	Ongoing in the service

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 3- Where People Live						
<b>Outline Summary / Description of Proposal</b>							
This proposal covers a number of housing and housing support related transformation projects that seek to provide improved outcomes for individuals, that are sustainable, that focus on progression, and that are future proofed.							

Page 172 Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£250,000	£	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation with people who are in receipt of services, their families and supportive networks will be undertaken as necessary when it has been identified that people could be supported to progress into more independent accommodation.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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### 4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
N/A

### 5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	There will be a greater use of community/third sector and independent providers of care.	Good		Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	By focussing on the progression of individuals, we will help to ensure that housing and related support enables people to maximise their independence	Good		Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities	People with have access to housing and support that promotes, wherever possible their independence and progression	Good		Good

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**Source of Outline Evidence to support judgements**

According to the Joint Commissioning Strategy for Adults with a Learning Disability 2015 – 2020:

*'Powys has over 90 people in placements outside of the county and enabling the people who wish to return to the county is a key local ambition because they can be extremely expensive, hard to monitor as they are usually at a distance from the commissioning authority and can be of low quality.'*

*'Furthermore, it is felt that the greater the reliance on specialist services, the more likely it is that competency to manage behaviours that challenge within general learning disability services decreases and specialist services have to respond to an increasing volume of referrals.'*

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to 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
<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.		Neutral		Choose an item.
<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).		Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to 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
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Bu ensuring the right provision, and right level of support, individuals' living environment will lead to an improved quality of life.	Good		Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>	Given the right combination of support, people will have improved confidence to step down into less intensive forms of support, which will in turn help to guard against intrusive placements.	Good	This approach will require a sustained period of engagement with residents, their families, staff and providers, so that a shared vision for more independent living options can be embedded operationally.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<i><b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence.	Good		Good
<i><b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<i><b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.</i>	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<i><b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.</i>	By identifying step down options for individuals, the proposal will help ensure that we are providing a form and level of care that maximises independence.	Good		Good
<i><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.</i>		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Good
<b>Source of Outline Evidence to support judgements</b>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		
Ensure that any changes are effectively project managed, to include robust communication, engagement and ongoing support.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that adequate commissioning and operational resource is allocated to develop and deliver the transformation projects with clear project management governance.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	Ensure that adequate commissioning and operational resource is allocated to deliver the necessary changes.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal responds to the fact that there are approximately 120 adults with a learning disability that reside in placement outside of the County. Enabling those who wish to return to Powys is a key priority. This is because out of county placements can be expensive, and hard to monitor as they are usually at a distance from the commissioning authority.	

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

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

12. On-going monitoring arrangements?

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

Robust project management approach involving both commissioning and operational staff.

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

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

4. Governance

Decision to be made by	Choose an item.	Date required	

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 5- Double to single handed care						
<b>Outline Summary / Description of Proposal</b>							
To invest in additional occupational therapy capacity to review and right size existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost savings, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£400K	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	This additional resource will be used to assist us in furthering our strengths-based approach to reviews.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will help ensure that care packages are right-sized and that the independence of people who use our services is maximised.	Good		Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

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**Source of Outline Evidence to support judgements**

[Research](#) has shown that misconceptions regarding moving and handling, insufficient knowledge of specialist equipment, and an inflexible approach to care can lead to too much generalisation regarding the perceived need for two carers as opposed to one. There is evidence to suggest that a greater involvement of occupational therapists in the right-sizing of care packages through strengths based reviews can help to optimise peoples' independence, with a resulting saving in domiciliary care costs.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.		Neutral		Choose an item.
<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).		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help to ensure that people with care packages are receiving the right level of care, guarding against people becoming unnecessarily reliant on the care that they receive.</p>	<p>Good</p>	<p>To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.</p>	<p>Good</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Choose an item.</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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Choose an item.</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, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>	The proposal will enable more people with physical disabilities to live as independently as possible in their own homes.	Good	To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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 proposal will enable people to maximise their independence and will help ensure that care reviews result in sustainable care and support plans that promote longer term independence wherever possible.	Good		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working between occupational therapists and other practitioners to ensure care provision is proportionate and appropriate.	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Investing in this resource will help to guard against overprovision of care.	Good		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good

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Source of Outline Evidence to support judgements
Occupational therapists are trained to work in a “whole person” way to both mental and physical health and wellbeing. As a result, they play a vital role in our system in assisting those that we support to achieve their full potential.

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that we are unable to recruit suitable OTs into the right sizing posts	Medium	Work alongside recruitment colleagues to ensure that job to ensure that opportunity is advertised across a wide range of recruitment networks.	Medium
There is a risk that the work will not achieved proposed savings targets	Medium	To ensure that savings intentions are realistic and informed by work undertaken by other Local Authorities. To ensure that the occupational therapists work closely with practitioners to ensure that moving and handling provision is appropriate. To ensure that the occupational therapists are given the protected time to support others in developing their strengths based practice.	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that an investment in occupational therapy resource can deliver significant returns in terms of both cost savings, and cost avoidance, if OTs are used to review new and existing double handed care packages. The proposal has the added benefit of releasing care capacity. This extra capacity can then be used in a more targeted way, which will assist with our ongoing efforts of discharging people from hospital in a timely manner.	

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

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

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

*The integrated approach to support effective decision making*



12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Robust project management approach involving both commissioning and operational staff.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Williams		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Clr Myfanwy Alexander		

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14. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
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<b>Proposal</b>	IBP Proposal 7- Funding body review						
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### Outline Summary / Description of Proposal

In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service.

In line with guidance from Welsh Government regarding funding responsibilities and the need to ensure timely and fair decision making, adult services, alongside our partners will undertake a review of a number of decisions. These will relate to previous decisions, current funding cases still in discussion, all with a view to having shared clarity and cohesion on future decision making.

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1,734,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal will not have an impact on internal partners in the Council. The outcomes of reviews may have an impact on PTHB, should the outcome of reviews entail necessary changes to funding arrangements between health and care partners.

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will contribute to greater professional convergence between the Council and its partners in relation to funding decisions about individuals.	Good	To continue or work with health partners to embed jointly owned decision-making processes.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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>		Neutral		Choose an item.
<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>		Neutral		Choose an item.
<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><b>Public Health (Wales) Act, 2017:</b>                      Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to 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
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.

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

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good		Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working between social services and health to ensure that funding responsibilities are clarified in a timely manner	Good		Good
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>		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>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good

### Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care. PCC Officers will work with partner NHS organisation to previous cases where there are concerns from either organisation about the funding responsibility.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Partner engagement	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues.	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
	X		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact of this work will be joint clarity between ourselves and partners on funding responsibilities. This should lead to more timely and fair decision making. Whilst there is no immediate risk to the community, successful resolutions around funding will rely on robust partnership working and shared clarity around appropriate legislation and guidance.	

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

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

12. On-going monitoring arrangements?

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

Ongoing monitoring of decision-making processes around whom is responsible for funding care.

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

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

4. Governance

Decision to be made by	Choose an item.	Date required	

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 8- Strengths based reviews						
<b>Outline Summary / Description of Proposal</b>							
In line with the Social Services and Wellbeing Act (2014), it makes clear that care and support plans should promote wellbeing, so that people are able to maintain an appropriate level of autonomy with the appropriate level of care and support that is consistent with their wellbeing							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£335,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good	Continually support staff to work in a strengths based way so as to contribute to the right sizing of care packages.	Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

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**Source of Outline Evidence to support judgements**

The Adult Services Delivery Plan has clear objective of effectively managing demand for people with long term care and support needs. [Research from the Institute of Public Care](#) makes clear that the purpose of a review is to focus on whether the help being offered has assisted people in helping them to gain, regain or retain their levels of independence.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.		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).		Neutral		Neutral

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.	Good		Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	Ensure that outcome of reviews is reflected in care and support plans, and support altered appropriately.	Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>		Neutral		Neutral
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	Investing in this resource will help to guard against overprovision of care.	Good		Good
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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

*The integrated approach to support effective decision making*



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good

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Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that reviews are conducted in a strengths based way, in line with collaborative communication training.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that there is dedicated staff to undertake reviews in respective teams. Ensure sufficient management oversight of this activity to ensure that when reviews are undertaken, this is in the context of appraising the extent to which the care helps delivers outcomes in the most effective and efficient way.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that reviews will not be conducted in a timely manner.	Medium	Ensure that there is dedicated staff to undertake reviews in respective teams.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that reviewing packages of care in a strengths-based way can result in the rightsizing of care packages. This can help to use our limited home-based care resource in a more targeted way and in the longer term, reduce our reliance on domiciliary care providers.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will take place through the domiciliary care project board.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	
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**FORM ENDS**

**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 9- Recommissioning and decommissioning						

**Outline Summary / Description of Proposal**

Working in partnership with service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate. Our commissioning will be underpinned by a set of clear principles that support the health and care priorities within our Vision 2025:

- Most cost effective means of achieving outcomes
- Utilising the most appropriate resource to meet needs
- Ensuring that our commissioned services promote wellbeing as set out by Welsh Government to tangible effect
- Stimulating a diverse range of appropriate services and organisations (including social enterprises) to ensure that the market for care in Powys remains vibrant and sustainable.

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£879,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good		Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

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**Source of Outline Evidence to support judgements**

In line with the Council’s commissioning cycle, we have identified opportunities to deliver outcomes differently, as well as alternative models of delivery.

6. How does your proposal impact on the Welsh Government’s well-being goals?

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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>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.		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).		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.	Good		Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Principle	How does the proposal 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
<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 proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with commissioned providers will enable the Council to work more creatively in supporting better outcomes for residents	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Co-production is at the centre of commissioning decisions. As a result, service users will be engaged in decision making through our various forums.	Good		Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Good		Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Good		Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		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.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
Impact on Powys County Council Workforce		Neutral		Good
<b>Source of Outline Evidence to support judgements</b>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		
Ensure that service users are involved in commissioning decisions, in line with principles of co-production.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b>		
Ongoing commissioning/decommissioning activity relies on a robust approach to contract monitoring and strong relationships with the provider market. Commissioning officers will continue to work to ensure that we support the growth of a range appropriate services and organisations within Powys, who promote an enabling and recovery focussed approach.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of capacity in external market	High	Continue to work alongside providers through contract monitoring and engagement forums to stimulate a diverse range of service offers with a focus on prevention.	Medium
	Choose an item.		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



	Choose an item.		Choose an item.
<b>Overall 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	

10. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Commissioning works to ensure that when services are required, we are securing the most cost-effective means of achieving outcomes. By stimulating a diverse range of services and organisations, we believe that efficiencies can be made.	

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

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

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Demand management and flow data will help us to understand what support options individuals are accessing to assist them in achieving their desired outcomes.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
<b>Impact Assessment Lead:</b>	Michael Gray		
<b>Head of Service:</b>	Dylan Owen		
<b>Director:</b>	Alison Bulman		
<b>Portfolio Holder:</b>	CLlr Myfanwy		

14. Governance

<b>Decision to be made by</b>	Choose an item.	<b>Date required</b>	
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 10- Strengths based workforce						
<b>Outline Summary / Description of Proposal</b>							
The objectives set out in our adult services delivery plan provides us with a clear strategy on managing demand through our care system in Powys. We need to ensure that we have the right numbers of suitably trained staff, in the right places to deliver timely and appropriate care to those residents that require our information, guidance and support. We also need to ensure that we have structures in place that enable timely decision making and clear progression routes, in line with the Council's wider workforce futures strategy.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£227,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	It is likely that when the outcomes of a workforce review will necessitate changes in job descriptions and team structures. Staff consultation will therefore be required in line with our management of change policy.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will ensure that we have the right structure in place to promote effective and efficient strengths-based working across our health and care system.	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

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**Source of Outline Evidence to support judgements**

Our workforce strategy has a clear priority of ensuring that we have the right workforce which is stable and sustainable (priority 1, Adult Services Workforce Strategy). This means that we need the right people with the right skills in the right role, to effectively support adults in Powys who require our support.

Our business intelligence data allows us to better understand future demand for care in Powys and as a result, we need to design, remodel and implement any changes to adult social care structures to meet these demands.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.		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).		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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Neutral
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to 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
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b>                      The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with will enable the Council to work more creatively in supporting better outcomes for residents	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>		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>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good
<b>Source of Outline Evidence to support judgements</b>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Medium	Medium	Medium
<b>Mitigation</b>		
Manage engagement with staff sensitively and proactively with the assistance of colleagues in HR and workforce and organisational development. Use the Council's management of change process to ensure that process is robust and clear.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that any restructure does not take adequate account of the real nature of demand.	Medium	To work closely with respective teams, and with HR to ensure that decisions on team structures are based on true understanding of demand.	Low
Changes to team structures contribute to reduced morale within teams	Medium	Provide clear rationale for any changes and ensure that ample time for consultation is built into management of change process.	Low
	Choose an item.		Choose an item.

<b>Overall judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

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

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Adult services, in line with our workforce strategy needs to ensure that we have the right mix of staff, with the right mix of skillsets, in the right places so that we can deliver effective care, underpinned by principles of strengths based working. By working alongside teams and HR to understand the real nature of demand into our services, we will make the necessary changes to ensure that our structures are fit for purpose.	

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

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

### 12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>

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

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Stephen Hayes		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Shared Costs with partners for Placements for Children who are Looked After appropriately						
<b>Outline Summary / Description of Proposal</b>							
To ensure that the placement costs for children who are looked after are attributed appropriately across partners.							

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

Version	Author	Job Title	Date
V1	Sharon Powell	Senior Manager Care and Support	10.12.2019
V2	Sharon Powell	Senior Manager Care and Support	09.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£380,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as it has no impact on staff or any children and young people.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

No it does not have potential to impact on other service areas.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	N/A	Choose an item.	N/A	Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	It will help to achieve an integrated health and social care provision	Neutral	N/A	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Choose an item.	N/A	Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	N/A	Choose an item.	N/A	Choose an item.

**Source of Outline Evidence to support judgements**

There will be no change to service delivery, this proposal is about ensuring that the financing allocation is appropriate..

6. How does your proposal impact on the Welsh Government’s well-being goals?

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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>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.	N/A	Choose an item.	N/A	Choose an item.
<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).	Making better use of Children’s Services financial resources	Good	N/A	Neutral

# Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.	N/A	Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Choose an item.	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

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**Source of Outline Evidence to support judgements**

There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Ensuring correct financial allocations	Good		Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Increased working with partners.	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Choose an item.		Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposal will further increase integration with partners.	Good		Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>	None	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There will be no change to service delivery, therefore no impact on communities. This proposal is about ensuring correct financial allocation.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care CLA cases. PCC Officers will work with partner NHS organisation to review previous cases where there are concerns from either organisation about the funding responsibility.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Unable to secure engagement from partners	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues.  If partners do not engage legal action may be required	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There will be limited impact as this proposal is to ensure correct financial allocation. There is no impact to those using services or the workforce.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Children's Leadership team will monitor the impact at regular intervals.
Please state when this Impact Assessment will be reviewed.

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

*The integrated approach to support effective decision making*



The impact assessment will be reviewed by CLT during 2020-21.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sharon Powell		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	ClIr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required	
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
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<b>Proposal</b>	Placements for Children who are Looked After
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**Outline Summary / Description of Proposal**

To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities.

To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.

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

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

2. Profile of cost reduction delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£575,000	£525,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as this does not impact on workforce and has a positive impact on service provision.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal does not have the potential to impact on another service area.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Learning and skills</b> We will strengthen learning and skills	The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Residents and Communities</b> We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

**Source of Outline Evidence to support judgements**

Children placed out of county have poorer outcomes.

The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

6. How does your proposal impact on the Welsh Government’s well-being goals?

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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>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.	Children are closer to home and maintain connections with families and communities and school placements  The proposal will enable young people to become involved in education, training and employment in their local communities..	Good	N/A	Choose an item.
<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 enable young people to become involved in education, training and employment in their local communities..	Good	N/A	Neutral

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## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	N/A	Choose an item.
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.	Good	N/A	Choose an item.
<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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	Children are enabled to live and grow in communities which represent their own language and culture.	Good	N/A	Choose an item.
<p><b>Opportunities to promote the Welsh language</b></p>		Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes.  
The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Providing safe placements for children	Good	N/A	Choose an item.
<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.	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.	N/A	Choose an item.

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# Cyngor Sir Powys County Council

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>		Choose an item.		Choose an item.

### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes. This has been evidenced in the following:  
 The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.  
 A recent Children's Commissioner for Wales paper on children placed out of County.  
 The Waterhouse report – Lost in Care

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
The impact will be positive for individual children and their families		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Children's Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

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

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT
Please state when this Impact Assessment will be reviewed.
Monthly

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kathryn Brooks		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	ClIr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required	
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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Changes in service provision - effect of pump priming						
<b>Outline Summary / Description of Proposal</b>							
The proposal is a combination of the following: <ul style="list-style-type: none"> <li>- Development of Children's homes in Powys</li> <li>- Bringing Children Looked After closer to home</li> <li>- Increasing our in house foster carers</li> </ul>							

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

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1266,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Consultation is required with Foster Carers about the proposed changes to the financial and support offer. The first phase of consultation will be completed December 2019. The second phase of consultation will be completed Jan 20.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal does not have the potential to impact on another service area.

### 5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> <b>We will develop a vibrant economy</b>	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community. The therapeutic Childrens Home will be a multi disciplinary team.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	The proposal to open Children's homes in Powys will provide career development and training opportunities in the wider social care workforce.  The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

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

*The integrated approach to support effective decision making*



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Residents and Communities</b> We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

**Source of Outline Evidence to support judgements**

Children placed out of county have poorer outcomes.

The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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>Children are closer to home and maintain connections with families and communities and school placements</p> <p>The proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce.</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</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 proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce. Also the potential development of people into qualified social worker</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	<p>Good</p>	<p>N/A</p>	<p>Neutral</p>

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## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	N/A	Choose an item.
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.	Good	N/A	Choose an item.
<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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	Children are enabled to live and grow in communities which represent their own language and culture.	Good	N/A	Choose an item.
<p><b>Opportunities to promote the Welsh language</b></p>		Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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## Impact Assessment (IA)

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### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes.  
The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Providing safe placements for children	Good	N/A	Choose an item.
<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.	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Promoting the social care workforce in wales to ensure children are maintained in their families and communities.	Good	N/A	Choose an item.

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## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>	Increase in job opportunities	Good	N/A	Choose an item.

### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes. This has been evidenced in the following:  
 The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.  
 A recent Childrens Commissioner for Wales paper on children placed out of County.  
 The Waterhouse report – Lost in Care

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
The impact will be positive		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Childrens Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Don't get the capital funding	Medium	Multiple bids to PCC and WG have been submitted	Medium
Can't recruit staff	High	Extend the recruitment strategy to non social worker qualified children's workforce	Medium
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

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

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT

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

Monthly

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kathryn Brooks		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Customer Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>	Release of staff through the closure of Neuadd Maldwyn, Welshpool						
<b>Outline Summary / Description of Proposal</b>							
Integration of Receptionist positions to release staff resources							

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

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	19/11/2019

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£26,011	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Council's Management of Change process.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Reduction in receptionist positions should not impact on service areas as other arrangements will be put in place. Receptionists also take calls while based on the reception desk; this will mean that calls into the council will need to be answered by the remaining staff which could have a small impact on the Customer Service call wait times.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	A reduction in staff numbers	Neutral	Re-deployment opportunities will be sought	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/a	Neutral	N/a	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/a	Neutral	N/a	Neutral
<b>Residents and Communities</b> We will support our residents and communities	N/A	Neutral		Neutral

**Source of Outline Evidence to support judgements**

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to 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
<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.	N/A	Choose an item.		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Choose an item.		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i></p>	Loss of staff may have implications on welsh language provision. The receptionists are welsh speaking.	Poor	Need to ensure any changes will not have a detrimental impact welsh language provision.	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Welsh Language impact on staff</i></p>	N/A	Choose an item.		Choose an item.
<p><i>People are encouraged to do sport, art and recreation.</i></p>	N/A	Choose an item.		Choose an item.
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).</p>				
<p><i>Age</i></p>		Choose an item.		Choose an item.
<p><i>Disability</i></p>		Choose an item.		Choose an item.
<p><i>Gender reassignment</i></p>		Choose an item.		Choose an item.
<p><i>Marriage or civil partnership</i></p>		Choose an item.		Choose an item.
<p><i>Race</i></p>		Choose an item.		Choose an item.
<p><i>Religion or belief</i></p>		Choose an item.		Choose an item.
<p><i>Sex</i></p>		Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to 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
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
Conversations with Managers will support in decision making. Any personal support to staff will need to be identified.				

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How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<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.	N/A	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>	This proposal will result in a reduction in receptionist 1.07 (FTE) workforce	Poor	In order to mitigate any potential job losses, a voluntary redundancy process and reduced hours will be instigated, there could be potential to reallocate staff or retrain.	Good
<b>Source of Outline Evidence to support judgements</b>				
Discussions with staff and managers.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Low	Low	Low
<b>Mitigation</b>		
Minimise the impact to customers by ensuring they have other ways in which to contact the council, (web, telephone, library points)		

9. How likely are you to successfully implement the proposed change?

<b>Impact on Service / Council</b>	<b>Risk to delivery of the proposal</b>	<b>Inherent Risk</b>
Low	Low	Medium
<b>Mitigation</b>		
No mitigation required.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduction in staffing could impact call answer rates	Medium	Staff management and the provision of more services online through the digital transformation programme.	Low
Our customers could become frustrated by call wait times and more complaints are likely to be generated.	Medium	Offer alternative methods of communication e.g. website	Low
Services do not put in plans to deal with the customers who want to meet face to face	Medium	Services ensure that customers are able to contact them through other channels. Alternative solutions are explored (appointments, utilising other buildings/meeting rooms)	Low
<b>Overall 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>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



			LOW
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### 10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>In order to meet the budget savings targets for 2020-21 it will be necessary to reduce posts. The savings equate to a potential loss of 1.07 fulltime posts. There will be an impact on customers who will not have access to a face to face provision, but this impact can be mitigated through utilising library customer service points.</p>	

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

What additional evidence and data has informed the development of your proposal?
<p>Current Structure. Current Budget. Financial Savings</p>

### 12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<p>The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.</p> <p>Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.</p>
Please state when this Impact Assessment will be reviewed.
<p>The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.</p>

### 13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		19/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	CLlr Graham Breeze		

### 14. Governance

Decision to be made by

Choose an item.

Date required

**FORM ENDS**

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# Cyngor Sir Powys County Council

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Customer Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Graham Breeze
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<b>Proposal</b>	<b>Efficiency savings through Customer Centred Digital Solutions (delivered through the Digital Powys Programme)</b>
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**Outline Summary / Description of Proposal**

The way we work and live today is evolving fast, with digital technology having an impact on all our lives. Our resident's lives are changing and many public service users now expect access 24/7 to our services and that number is increasing all the time. It is widely recognised that public services need to radically transform to keep pace with the digital evolution and customer expectations as well as finding new ways to add value.

There is a strong case for transformation in Powys County Council. Demographic trends, rurality, financial pressures, a need to improve performance in key service areas are key drivers for change and all can to some extent be mitigated through the effective use of digital tools and technologies.

With reduced funding over the next 3 years and greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial savings. The programme has 7 key work streams, this proposal focusses on:-

Customer Centred Digital Solutions Workstream

- Will aim to ensure our processes and interactions are designed around our customers and what they need.

We will

- Redesign our services to be customer focused, with quicker end-to-end times
- Increase the number and quality of digital services
- Improve customer satisfaction and 24-hour access to services
- Increase the number of 'My Powys' accounts
- Increase self-serve use and decrease call volumes and emails

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

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	16/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£200,000	£400,000	£250,000	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Councils Management of Change process.

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

As each of the Processes is re-designed, end to end using our Transformation methodology, data and benefits will be gathered to provide a baseline cost, once the new process has been implemented this will be costed. The savings will be assigned to a Responsible Officer and financial savings identified within Services will be subject to inclusion in the MTFP. The Service Area's will need to engage in this process to ensure savings are realised within their areas.

All processes will follow GDPR guidance.

No other consideration to note at present.

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How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	The overall Digital Powys Programme will support in delivering the council priority:- Providing support for businesses to grow Improving skills and supporting people to get good quality jobs	Very Good	No Mitigation.	Very Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The overall Digital Powys Programme will support in delivering the council priority:- Focussing on well-being Early help and support Providing joined up care Developing a workforce for the future Creating innovative environments Developing digital solutions	Very Good	N/a	Very Good

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

*The integrated approach to support effective decision making*



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Learning and skills</b> We will strengthen learning and skills	The overall Digital Powys Programme will support in delivering the council priority:- Improving digital technology	Very Good	N/a	Very Good
<b>Residents and Communities</b> We will support our residents and communities	The overall Digital Powys Programme will support in delivering the council priority:- Improve our understanding of our residents and improve service delivery	Very Good	N/A	Very Good

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**Source of Outline Evidence to support judgements**

- Medium Term Financial Plan (Budget Savings)
- Potential savings in Customer Centred re-design workstream in Digital Powys Programme
- Evidence of call reductions and benefit savings in processes that have been transformed.
- System Reboot: Transforming Public Services through better use of digital” by Lee Waters, System Reboot.
- Welsh Governments vision for Digital First

6. How does your proposal impact on the Welsh Government’s well-being goals?

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Well-being Goal	How does proposal contribute to 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
<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.	<u>Economy</u> New business start-ups and relocations will increase. Local businesses benefit from good advice and support that help them thrive.  <u>Learning and Skills</u> High quality teaching and learning environments embrace new technology for the population.	Good	The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.	Very 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).	N/A	Choose an item.		Choose an item.

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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><b>Public Health (Wales) Act, 2017:</b>                      Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p><b>Health and Care</b>                      People have good access to information, advice and assistance.                      Technology enables people to care for themselves more easily and remain independent.</p>	<p>Good</p>	<p>The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.</p>	<p>Very Good</p>
<p><b>A Wales of cohesive communities:</b>                      Attractive, viable, safe and well-connected Communities.</p>	<p><b>Changing how we work</b>                      Making best use of what we have and working in new, innovative ways to deliver our priorities for the benefit of the county’s residents and communities.</p> <p>Our Digital place workstream will improve our digital capability supporting in connected digital communities.</p>	<p>Good</p>	<p>The digital Powys Programme will not achieve the goals working in isolation, the programme will need to engage and link to other programmes so we are working towards joint outcomes.</p>	<p>Very Good</p>

Well-being Goal	How does proposal contribute to 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
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b>                      The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Choose an item.		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i></p>	All changes will take into consideration the Welsh language and ensure the same level of standards no matter when, where or how you contact the council are the same whether that be in English or Welsh.	Good	Need to ensure any changes will not have a detrimental impact Welsh language provision.	Very Good
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Welsh Language impact on staff</i></p>	N/A	Choose an item.		Choose an item.
<p><i>People are encouraged to do sport, art and recreation.</i></p>	N/A	Choose an item.		Choose an item.
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				
<p><i>Age</i></p>	N/A	Choose an item.		Choose an item.
<p><i>Disability</i></p>	We will need to ensure we do not exclude any customers that have disabilities that will have a negative impact on them accessing Council services.	Neutral	Consideration will be given to the EU Web-site accessibility Directive, Government Digital Service guidelines, Well-Being Act	Good

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

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to 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
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
Digital Powys Programme risk register DIGITAL Powys Programme initiation document. GDS EU Accessibility Directive Well-being Act

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The proposal supports future generations to meet their own needs through providing digital solutions to help them to remain independent for longer. Customers are able to access services from home.	Very Good		Very Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The proposal has the potential to work in partnership with others e.g. PTHB	Neutral	Where necessary and dependant on the process working with others will be considered.	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	End to end process re-design utilising transformation methodology and principles puts customers at the heart of everything we do, providing our customers with much improved customer journeys. Customers are asked for feedback on their experiences and as required changes will be made to ensure the best possible service.	Very Good		Very Good

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## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	By designing our processes to be intuitive and keep customers updated throughout their journey it will be less likely that customers will contact the council time and time again. By understanding customer requirements early and joining up customer information we will be able to have a holistic view of our customers and provide targeted prevention rather than wait until the customer reaches crisis point.	Very Good		Very Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Where necessary integration with partners will be considered.	Neutral	Where necessary integration with partners will be considered.	Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Poor
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Will need to take into consideration.	Neutral	Will need to take into consideration.	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.	N/A	Neutral	N/a	Neutral
<b>Impact on Powys County Council Workforce</b>	In order to achieve the budget savings, it may be necessary to reduce the workforce or change the way in which the workforce carry out their duties.	Poor	In order to mitigate any potential job losses, a voluntary redundancy process and reduced hours will be instigated, there could be potential to reallocate staff or retrain.	Good

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Principle	How does the proposal 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
<b>Source of Outline Evidence to support judgements</b>				
Digital Powys Programme risk register Programme initiation document.				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
None		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Successful implementation will be dependent on a number of factors

**Financial** – the investment to support the change

**Resources** – The right skilled resources to support the change

**Capacity** – the staff resources to deliver the change.

The risks to delivery will be managed through the Programme Governance Structure. Powys Digital Programme reports to the Transformation Board.

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Financial - In order to transform services the savings proposal will require financial investment	Medium	Business case identifies financial requirements and return on Investment. Any savings are delivered within the service areas. Risks managed through Programme Governance	Low
Capacity – the staff resources to deliver the change	Medium	Capacity issues are identified within the programmes risk register	Low
Customers unable to utilise digital channels will be excluded	Medium	Access to services at Library plus points, maintain minimum telephony channel.	Low
Resources – That we have the right skilled staff to support the changes required	Medium	Workstream in overall programme looking at workforce and leadership. Planning for future digital skills. Buy in resource to support programme	Low
<b>Overall 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>
			<b>Low</b>

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

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
--	----------------------------------

The way we work and live today is evolving fast, with digital technology having an impact on all our lives. Our resident's lives are changing and many public service users now expect access 24/7 to our services and that number is increasing all the time. It is widely recognised that public services need to radically transform to keep pace with the digital evolution and customer expectations as well as finding new ways to add value.

With reduced funding over the next 3 years and a greater demand for services, we need to be innovative in the solutions we design for the future, harnessing the power of the data revolution and digital technology. Our Digital Transformation Programme will drive delivery of digital solutions whilst providing financial savings.

There will be an impact on our customers, however this will be a positive impact providing an improved customer journey, and additional choice in the way they access our services.

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

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

MTFP  
 Powys Digital Programme Project Initiation  
 Powys Digital Programme Risk Register  
 Powys Digital Strategy

12. On-going monitoring arrangements?

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

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.

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

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		16/08/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		

Portfolio Holder:	Graham Breeze		
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14. Governance

<b>Decision to be made by</b>	Cabinet	<b>Date required</b>	
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Customer Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>	Reduction of staff in reprographics						
<b>Outline Summary / Description of Proposal</b>							
A reduction of 1 FTE in the staffing structure of the council's reprographics team (print, post and scanning).							

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

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Customer Services Manager	01/11/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£27,095		£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal; therefore, no external consultation will be undertaken. The consultation will follow the Councils Management of Change process.

# Cyngor Sir Powys County Council

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal has the potential to impact on all services areas that utilise post room, scanning (Civica), printing and reprographics. Communication will be undertaken with the service areas when necessary.

### 5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
<b>The Economy</b> We will develop a vibrant economy	Potentially there will be a loss of jobs and therefore this has the potential to impact on the local economy.	Poor	Re-deployment Opportunities. Actively support staff in gaining other employment.	Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
<b>Residents and Communities</b> We will support our residents and communities	N/A	Neutral	N/A	Neutral

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**Source of Outline Evidence to support judgements**

- Medium Term Financial Plan (Budget Savings)

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<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 is likely to be job losses which will have a small impact on the economy.	Neutral	The management of change process will ensure a fair and structured process. There could be opportunities for staff to be redeployed, we will also be able to offer support in completing job applications and attending interviews.	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).	N/A	Choose an item.	N/A	Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	A reduction in staff will not have any implications on welsh language provision.	Neutral	We will to ensure any changes will not have a detrimental impact welsh language provision.	Good
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.

Well-being Goal	How does proposal contribute to 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
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

DRAFT

**Source of Outline Evidence to support judgements**

Management knowledge

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Choose an item.	N/A	Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.	N/A	Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.	N/A	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.	N/A	Choose an item.
<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.	N/A	Choose an item.	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staffing may have a detrimental impact on the local economy.	Neutral	There is no mitigation that can be offered by the service area	Neutral
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	The service will need to assess whether any staff are unpaid carers.	Poor	Redundancy process – ask questions regarding this.	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal 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
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/a	Neutral	N/a	Neutral
<b>Impact on Powys County Council Workforce</b>	In order to achieve the budget savings, it will be necessary to reduce the workforce.  There may be a potential to impact on the way that processes are undertaken and staff duties.	Neutral	In order to mitigate any potential job losses, voluntary redundancy or reduced hours will be sought in the first instance, there could be potential to reallocate staff or retrain.  Staff training will be undertaken for any new processes for those staff left behind.	Good

Source of Outline Evidence to support judgements
Management knowledge

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There should be minimal impact on our communities; any impacts will need to be mitigated by looking, longer term, at other solutions.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
-----------------------------	----------------------------------	---------------

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Low	Low	Low
<b>Mitigation</b>		
No mitigation required.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced staffing could have implications on the processing time of print jobs.	Medium	Where jobs are required urgently, the council may have to look to source external suppliers.  Staff remaining will be required to have the skills to be able to work within all areas of the reprographics unit.	Low
Reduced staffing could have implications on the scanning function, i.e. mail may not be scanned immediately and sent to departments, this could affect housing, social care, revenue and benefits and education.	Medium	As more services move to on-line, there will be less of a need for a scanning function.  Staff remaining will be required to have the skills to be able to work within all areas of reprographics unit.  Management may have to support at busy times.	Low
Reduced staffing may see an increase in processing time for printing, enveloping and franking of mail to our customers.	Medium	As more services move to on-line, there will be less of a need for a print and mail function.  Staff remaining will be required to have the skills to be able to work within all areas of the reprographics unit.  Management may have to support at busy times.	Low
Staff remaining will be under increased pressure to maintain service standards.	Medium	Management will need to carefully control service areas expectations on the team.  Hold regular meeting with staff to manage workloads effectively.	Low

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Increase in management workload, if required to cover sick or leave or an increase in workload impacting on other management tasks.	Medium	Awareness of impact and will need to manage time efficiently.	Low
<b>Overall 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>
			<b>Low</b>

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

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
<p>In order to meet the budget savings for 20-21 it will be necessary to reduce staff within reprographics; the current staffing structure of 3.43 will be reduced to 2.43. The risks to this proposal are listed above and will have an impact on service delivery especially at times of sick and leave.</p> <p>A management of change process will be followed, unless the savings are achieved through natural wastage.</p>	

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

<b>What additional evidence and data has informed the development of your proposal?</b>
<ul style="list-style-type: none"> <li>• Current Structure.</li> <li>• Current Budget.</li> <li>• MTFP</li> <li>• Management of change process</li> </ul>

### 12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.
Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place.
<b>Please state when this Impact Assessment will be reviewed.</b>

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		01/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Graham Breeze		

14. Governance

Decision to be made by	Date required
Cabinet	

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Education	<b>Head of Service</b>	Lynette Lovell	<b>Director</b>	Chief Executive	<b>Portfolio Holder</b>	Cllr Phyl Davies
<b>Proposal</b>	To review the staffing structures across the school service to ensure effective provision for supporting schools and pupils. To review the provision for ALN ensuring a more effective service for all pupils.						
All budget holders in the school service will review the provision to support schools in the following: Implementation of the new curriculum Implementation of the vision for Powys learners. Provision for pupils with additional learning needs. Implementation of the post inspection action plan which includes raising standards in secondary schools, improving provision for ALN, improving self – evaluation processes and improving leadership, and transforming school organisation.							

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

Version	Author	Job Title	Date
V1	Lynette Lovell	Chief education officer ( Interim)	10 <sup>th</sup> January

### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£511,000	£	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Consultation will take place for any changes to posts that may occur as part of the review.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
Dependent on proposals brought forward after the review.

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	N/A	Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Neutral		Neutral
<b>Learning and skills</b> We will strengthen learning and skills	The school service has recently been inspected by Estyn ( September 2019). Areas of significant concern were identified in the report including support for pupils with additional learning needs and standards in secondary schools. As a result, the support provided to schools needs to be improved to enable schools to deliver support more effectively. Therefore, the review of the school service needs to evaluate how to improve the support provided to schools. For example, support for behaviour.	Poor	Fully evaluate the impact of the staffing review so that any gaps in provision are identified. For example, the gaps in provision for ASD support throughout the county. This will ensure that provision is improved. Identification of better working practices through the transformation agenda. The service will seek to manage the risks in areas affected by any restructure.	Good
<b>Residents and Communities</b> We will support our residents and communities	N/A	Neutral		Neutral



Source of Outline Evidence to support judgements
Estyn report – September 2019

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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.	N/A	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).	N/A	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.	N/A	Neutral		Neutral
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	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, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	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>	N/A	Neutral		Neutral
<i>Disability</i>	Improve provision for learners with disabilities.	Good		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### Source of Outline Evidence to support judgements

Estyn report – September 2019

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with other service areas to provide support for schools. Eg Health, Youth services.	Good	Health service to provide support for mental health strategy. Youth service to provide support for behaviour in schools.	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Working effectively with the schools to ensure improved support for pupils.	Good	Engagement with schools in headteacher meetings, cluster engagement events.	Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
<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.	N/A	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>	Removal of posts may reduce opportunities for career progression.	Neutral		Neutral

### Source of Outline Evidence to support judgements

Estyn report on Powys County Council's education service and the subsequent action plan to underpin improvement.

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
Post Inspection Action Plan.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change? Lynette: I think that these risks for the council are more severe than these identified below: if we don't improve services the whole council could lose its control over education. It's how any cuts will impact on the quality of service..... and we know that ALN probably needs more resource, not less.

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
The scale of challenge presented by Estyn is significant and the need for rapid improvement agreed by all partners. Therefore all proposals need to be evaluated fully to ensure improvements are delivered at pace.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced capacity to deliver the post inspection action plan at the expected pace	High	Re-alignment of roles and responsibilities of these posts within other posts within the service	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	x		

10. Overall Summary and Judgement of this Impact Assessment?

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

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

What additional evidence and data has informed the development of your proposal?
Estyn report and the subsequent PIAP.

12. On-going monitoring arrangements?

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

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

*The integrated approach to support effective decision making*



Improvement and Assurance board.  
 Estyn  
 Transformation board.

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

Monthly.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lynette Lovell		
Head of Service:	Lynette Lovell		
Director:	Chief executive		
Portfolio Holder:	Cllr Phyl Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Finance	<b>Head of Service</b>	Jane Thomas	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Aled Davies
<b>Proposal</b>							

	Yr 1	Yr 2	Yr 3
staff	166,250	189,750	-
non staff (supplier discount)	27,500	27,500	50,000
income (pcards and 3yr old settings)	58,000	-	-
<b>Total</b>	<b>251,750</b>	<b>217,250</b>	<b>50,000</b>

Savings achieved through the following workstreams

- **Finance system** introduce supplier self service, creditor scan / match – staff, home care supplier invoices, interfaces & uploads automated and self service on queries, supplier discount for shorter payment terms.
- **Right first time** reduce the number of corrections and therefore reduce staff costs in debtors, treasury management, schools and management accounts as well as savings in administration and payroll, provide additional training and implements self service by managers.
- **Functional review** of the team removing duplication and driving work to the lowest levels freeing up capacity to add value
- **Senior management** amalgamating senior experts across Financial Services
- **Purchase card discount** increase level of discount received through promoting use of cards
- **Trading Income** - Three year old settings – Support for settings now being provided and charged for resulting in additional income for traded work.
- **Cultural Shift** – Review the level of Insurance excess charged- change behaviours across services and reduce insurance costs by year 3.

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

Version	Author	Job Title	Date
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**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



V1			

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£		£252k	£218k	£50k	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation may be required for staff reductions if a management of change process has to be run, to identify redundancies. It is hoped that staff reductions would be made through vacancies in the main.

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## Impact Assessment (IA)

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The changes will impact positively on other Services as the changes will drive improvement in their financial acumen and undertaking tasks themselves – like forecasting and owning their own budgets, this will reduce demand on finance staff time. Other changes like getting services to undertake tasks correctly, again will see less finance staff needed to do corrections. The improved compliance is expected to be delivered through regular training and rolling out the SLA so services understand what will and will not be done by finance.

### 5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral		Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral		Neutral

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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.	N/A	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).	N/A	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.	N/A	Neutral		Neutral
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	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, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	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>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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**Source of Outline Evidence to support judgements**

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
<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.	N/A	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>	Removal of the posts will reduce the finance team, but that will be mirrored by reduced work load.	Neutral	It is hoped to utilise vacancies before having to run a management of change process	Neutral
<b>Source of Outline Evidence to support judgements</b>				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced resilience & capacity within the Financial Services team	Medium	Re-alignment of roles and responsibilities of these posts within other posts within the service	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk and impact on the Council. Some minor impact on the Financial Services team through reduced resilience and capacity as a result of removing these posts. This can be mitigated by reviewing roles and responsibilities and re-prioritising our service provision.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Customer satisfaction surveys; formal and informal assessment and monitoring of the services provided against the SLA
Please state when this Impact Assessment will be reviewed.

--

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Anne Phillips		
Head of Service:	Jane Thomas		
Director:	Ness Young		
Portfolio Holder:	Aled Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Commercial Services	<b>Head of Service</b>	Jane Thomas	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr Aled Davies
<b>Proposal</b>	Reductions in staff numbers and alternative sources of funding utilised to fund some work.						
<b>Outline Summary / Description of Proposal</b>							

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In summary the proposal is to

- Externally fund a post for 21<sup>st</sup> Century Schools by a grant. This would mean that 2 posts are funded - currently 1 post is funded by HRA
- Lose Admin Support – 0.6 FTE
- Maintain current staff levels without additional support for Local Sourcing or contract management and limited ability for the development of ongoing supplier resilience checks (will need to be undertaken by services) (see audit committee review)
- Maintain current resources will limit support for major 'unknown' or transformational projects such as the North Powys Health Partnership or ICF or grant funded projects

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

Version	Author	Job Title	Date
1	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	03/09/19
2	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	04/09/19
3	Grant Thomas/Mary Salmon	Data Analyst/Procurement Specialist	05/09/19
4	Vince Hanly	Interim Professional Lead	06/07/19

### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£95,000	£	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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No consultation required (please provide justification)

Options will be discussed with SLT and Members

DRAFT

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**

**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Service areas will be required to undertake low value tenders without support from the central Team.

Commercial services have a substantial workload over the next 1-2 year will be less able to provide the support and advice for new unknown larger procurements and contract negotiations.

There will be no resource for service areas for low value procurements or additional support for procuring support for their service IBP or grant funding

Increase work for Creditors to automate or deal with the new supplier end to end.

### 5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal 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
<b>The Economy</b> We will develop a vibrant economy	Minimal support for Local Suppliers	Poor		Unknown
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Reduced support for projects such as the North Powys Partnership Group	Poor		Unknown
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
<b>Residents and Communities</b> We will support our residents and communities	N/A	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements
Local spend performance measure On/Off contract spend Up-coming contracts see embedded document Efficiencies Identified and Achieved

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	Choose an item.	N/A	Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.	N/A	Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.

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Well-being Goal	How does proposal contribute to 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
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
<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.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	N/A	Choose an item.	N/A	Choose an item.
<b>Opportunities to promote the Welsh language</b>	N/A	Choose an item.	N/A	Choose an item.
<b>Welsh Language impact on staff</b>	N/A	Choose an item.	N/A	Choose an item.
<b>People are encouraged to do sport, art and recreation.</b>	N/A	Choose an item.	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<b>Age</b>	N/A	Choose an item.	N/A	Choose an item.

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

*The integrated approach to support effective decision making*



<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

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DRAFT

Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.		Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Some collaboration will be part of procurement activities via the Regional and WLGA procurement	Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Choose an item.		Choose an item.
<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.		Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

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

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
None		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Medium
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduction in Local Spend	Medium	Extra resource	Low
Increase in off Contract Spend	High	Extra resource	Low
Risk of Legal challenge due to non compliance	High	Extra resource	Low
Poorer value for money for Powys residents	High	Extra resource	Low
Less Transparency for Powys residents	High	Extra resource	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

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

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

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

12. On-going monitoring arrangements?

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

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

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Vince Hanly		
Head of Service:	Jane Thomas		
Director:	Ness Young		
Portfolio Holder:	Clr Aled Davies		

14. Governance

Decision to be made by	Choose an item.	Date required

Powys

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Arts & Culture, Housing & Community Development	<b>Head of Service</b>	Nina Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Reduce revenue funding for commissioned Arts Services in order to achieve revenue budget savings of £188,214 by 2023						
<b>Outline Summary / Description of Proposal</b>							
<ul style="list-style-type: none"> <li>Reduce revenue funding for arts organisation partners including performing arts venues (x 4), art gallery (x 1) and community dance organisation (x1) – proposal represent 80% reduction to current funding level by 2022/23.</li> <li>Reduce support for Night Out rural community touring scheme.</li> <li>Reduce arts commissioning budget.</li> </ul>							
 <p>Arts Budget Proposals 2020,23 1:</p>							

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

Version	Author	Job Title	Date
V01 <b>DRAFT</b>	Lucy Bevan	Arts & Culture Commissioning Officer	10 December 2018
V02 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	14 February 2019
V03 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	12 August 2019
V04 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	12 December 2019
V05 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	10 January 2020

### 2. Profile of savings delivery (if applicable)

	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£62,738	£62,738	£62,738	£188,214

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	

### 4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
Regeneration, Tourism, Schools Service, Youth Service, Property, Children's & Adult Services Third & voluntary sector; private sector / businesses.

How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
<b>The Economy</b> We will develop a vibrant economy	Refer to SWOT analysis below (pages 3 & 4)	Poor		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Refer to SWOT analysis below (pages 3 & 4)	Poor		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	Refer to SWOT analysis below (pages 3 & 4)	Poor		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	Refer to SWOT analysis below (pages 3 & 4)	Poor		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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STRENGTHS Internal Positive Factors	WEAKNESSES Internal Negative Factors
<ul style="list-style-type: none"> <li>• Arts &amp; cultural services able to strategically contribute to attaining the Council’s Vision 2025</li> <li>• Able to continue developing closer relationship &amp; collaborative working within L&amp;R and with Schools &amp; Schools Service; Adult Social Care; Children’s Services; Property</li> <li>• Utilise developed experience, expertise, links, relationships and partnerships to review &amp; sustain arts provision throughout the county</li> <li>• Retain strategically led arts provision in Powys working in close partnership with arts sector providers to maintain best possible equality of access</li> <li>• Retention of ‘Arts Service’ maintains Arts Council of Wales partnership support &amp; confidence</li> <li>• Retention of Arts &amp; Culture Commissioning Officer – preserves ability to apply for &amp; secure external funding towards delivering projects / programmes</li> <li>• Strong track record of achieving income generation for council led activity in Powys</li> <li>• Retention of arts coordination role within Council – internal collaboration</li> <li>• Retention of arts coordination / contact point for arts sector and communities to collaborate with Council in delivering Vision 2025 objectives</li> <li>• Capitalise on emerging cultural partnerships e.g. NPTC Group to determine possible third party interest in managing one or more key cultural Venues in Powys at no cost to the Authority – potential further future savings</li> <li>• Beneficial partnership working with other sector agencies – NAWR (Regional Arts &amp; Education network); ERW; ACW</li> <li>• Relatively modest arts budget achieving high performance outputs; value; quality</li> <li>• Nationwide – Powys County Council preserves reputation for excellence of arts provision</li> <li>• Arts development innovative behaviour</li> <li>• Arts &amp; cultural festivals &amp; events – social; economic benefits</li> <li>• Unique &amp; well developed arts &amp; cultural offer existing in county</li> <li>• Arts usage of building assets for community advantage</li> <li>• Transferable experience; knowledge; data in service</li> <li>• Marketing - reach, distribution, awareness</li> <li>• Innovative aspects</li> <li>• Ability of arts &amp; cultural activity to augment location and environment</li> <li>• Arts themed accreditations, qualifications, certifications for young people</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to meet the required level of savings corporately</li> <li>• Possible risk to delivery of established &amp; externally funded projects &amp; programmes being delivered by Arts Service</li> <li>• Dependency of established funding partnerships &amp; subsequent financial liabilities</li> <li>• i. Financial risk - liability for redundancy costs for all Hafren theatre staff in the case of closure</li> <li>• ii. closure of Theatr Brycheiniog would result in payback to ACW for Capital funding of £1.677,879m (contributed to build in 1997) – this consequence would be counterproductive overall</li> <li>• Imposition of funding cuts – Powys Dance, Oriel Davies Gallery, 4 theatre venues and smaller supported arts organisations at high risk of being unsustainable</li> <li>• Financial – diminished available funding places currently supported arts organisations at risk of being unsustainable</li> <li>• Reputation – reduction in funding for arts activities perceived negatively</li> <li>• Loss of young people focused arts provision e.g. youth theatre; youth music; arts education / skills development programmes</li> <li>• Timescales, deadlines and pressures too short to achieve salvation</li> <li>• Added pressure on arts &amp; culture commissioning officer post –insufficient capacity to meet demands &amp; effectively manage workload; seek &amp; take up development opportunities; consult; plan; support sector</li> <li>• Less able to provide support for &amp; assurance to external funding applications</li> <li>• Limited scope for networking, collaborating &amp; forming new partnerships</li> <li>• Continuity of service provision elements broken</li> <li>• Commitments – contractual &amp; otherwise not able to be honoured; knock on effects for service users; sector employees; contractors</li> <li>• Effects on core activities &amp; key areas of focus – change &amp; further review a distraction</li> <li>• Robustness of budget efficiency decision making process; urgency of timescale; reliability of financial &amp; other data to support strategic decision making</li> </ul>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



<b>OPPORTUNITIES External</b> <b>Positive Factors</b>	<b>THREATS External</b> <b>Negative Factors</b>
<ul style="list-style-type: none"> <li>• Possibility to work closely with arts organisations &amp; sector to find collaborative solutions</li> <li>• Opportunities to provide services beyond Powys borders (already delivering Criw Celf in Ceredigion)</li> <li>• Burgeoning collaboration with NPTC Group to deliver arts provisions and further education through the arts</li> <li>• Utilise creativity &amp; proactive style of arts sector providers to find new ways of working with existing resources</li> <li>• Work with arts providers to create, develop and produce new income streams inc. business streams; sponsorship; new &amp; alternative fundraising initiatives</li> <li>• Seek broader portfolio of funders for the arts</li> <li>• develop less reliance on Council support</li> <li>• Strong audience appetite for arts product</li> <li>• Growing interest in participating in arts activities</li> <li>• Greater understanding of the benefit arts &amp; culture provides for personal well-being &amp; community resilience</li> <li>• Greater understanding of arts &amp; cultural economic benefits &amp; contribution to regeneration</li> <li>• Potential positive impact of Brexit e.g. people using &amp; buying local services, products &amp; experiences</li> <li>• New business opportunities</li> <li>• Developing worldwide market for arts &amp; crafts products inc. digital content</li> <li>• Superfast Broadband making it increasingly possible for creative industry start-ups &amp; business relocations to Powys</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of losing some or all Arts Council of Wales funding reliant on Local Authority match</li> <li>• Less public funding available for arts &amp; cultural activity</li> <li>• Increasing pressure on alternative funding sources inc. trusts &amp; foundations</li> <li>• Pressure increasing on requirement for volunteers</li> <li>• Difficulty in recruiting skilled &amp; experienced Board members</li> <li>• Loss of creative industry professionals in Powys</li> <li>• Loss of young people living, studying &amp; working in Powys</li> <li>• Loss of jobs</li> <li>• Loss of services</li> <li>• Loss of local procurement &amp; trade</li> <li>• Inability to make best use of digital technology</li> <li>• Loss of tourism</li> <li>• Loss of cultural vibrancy</li> <li>• Inability to attract people &amp; families to live and work in Powys</li> <li>• Threat to schools numbers</li> <li>• Weakness of Wales &amp; UK economy</li> <li>• Potential negative impact of Brexit</li> <li>• Potential loss of European funding</li> <li>• Loss of key staff</li> <li>• Sustainable financial backing</li> <li>• Economy, both local and international</li> <li>• Seasonality affecting continuity of earned income &amp; cash flow for venues &amp; arts operators</li> <li>• Diminished cultural vibrancy in Powys communities</li> </ul>

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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>Refer to SWOT analysis (pages 3&amp;4)                      Less educational and employment opportunities locally in the creative industry sector, thereby weakening an already sparse cultural infrastructure.                      Migration of young people out of county seeking further education, work experience, apprenticeships and employment in more culturally thriving urban centres.                      Reduction in the cultural tourism offer in Powys.</p>	<p>Poor</p>		<p>Choose an item.</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>Reduction in locally provided services requiring people to travel long distance to access equivalent provision.</p>	<p>Poor</p>		<p>Choose an item.</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>Opportunities to participate in and attend arts events and activities diminished by reducing offer, reducing social interaction through cultural events and maintaining mental and physical well-being by being actively socially engaged.</p>	<p>Poor</p>		<p>Choose an item.</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Professional and community arts venues capacity to deliver cultural programmes and events much reduced, leading to lack of vibrancy, cultural identity and connected communities.	Very Poor		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	If arts venues are not sustainable and cannot keep a pace with larger urban based theatres and arts provider organisations in meeting customer's needs, then closure may be a consequence. This would mean long travel distances for people to access cultural services with a reliance on car travel due to limited public transport availability particularly in evenings. Accessibility would be very limited for lower income families.	Poor		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	Limited cultural provision for communities, particularly performing arts events in the Welsh language reducing opportunities for people to socialise, perform and attend activities through the Welsh language and loss of provision for learners to develop skills in learning environments.	Poor		Choose an item.
<i>Opportunities to promote the Welsh language</i>	As above.	Poor		Choose an item.
<i>Welsh Language impact on staff</i>	As above.	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	As above.	Very Poor		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				

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

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to 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
<i>Age</i>	Children and young people (0 – 25yrs) particularly affected by limited access to high quality arts & cultural provision. Older people, whose social interactions are often through participation in cultural activities and events and at arts venues – less engaged; less mentally stimulated; less physically active.	Poor		Choose an item.
<i>Disability</i>	Access to cultural & social events at accessible venues locally reduced. Alternative options inaccessible due to travel times, cost, mobility and other constraints.	Poor		Choose an item.
<i>Gender reassignment</i>		Unknown		Choose an item.
<i>Marriage or civil partnership</i>		Unknown		Choose an item.
<i>Race</i>		Unknown		Choose an item.
<i>Religion or belief</i>		Unknown		Choose an item.
<i>Sex</i>		Unknown		Choose an item.
<i>Sexual Orientation</i>		Unknown		Choose an item.
<i>Pregnancy and Maternity</i>		Unknown		Choose an item.

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CONFIDENTIAL

**Source of Outline Evidence to support judgements**

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Reduced, or loss of, access to arts & cultural facilities, services, activities inc. training, learning & skills development, career pathways and creative expression / talent development.	Poor		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Loss of collaborative opportunities; damage to established partnership arrangements;	Poor		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	The arts are by their very nature inclusive and welcoming to all, often providing a forum in which to mix diverse population groups in shared activities. Hard to reach groups and those with whom it is difficult to engage are often attracted to creative and non-competitive pastimes. Loss of such engagement opportunities risks less involvement from communities.	Poor		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	It is widely understood that participation & involvement in arts & cultural activities increases mental & physical health & well-being; reduces social isolation & loneliness; improves community integration - it is important that this contribution is recognised by the authority in the decision making process. Loss of access to arts & cultural activities, facilities, events and community venues will impact negatively on this benefit and potentially increase demand on other services.	Poor		Choose an item.
<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.	Negative contributing factor to overall achievement of well-being goals, particularly mental health; social isolation / loneliness and community engagement.	Poor		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	People on low incomes or those out of work benefit from participating in free and inclusive arts activities, undertaking volunteering / work experience placements and skills development.	Poor		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Unknown		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Unknown		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Poor		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				

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Principle	How does the proposal 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

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
Consultation requirement.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Medium	Medium
Mitigation		
Consultation & change planning requirement.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to reduction of funding to theatre, gallery & arts organisations resulting in possible closures / loss of facilities; damage to PCC reputation.	Very High	tbd	
Significant impact – loss of external match & partnership funding brought into county.	Very High	tbd	

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Loss of cultural services to communities in Powys.	Very High	tbd	
Loss of skills, creative industry business and inward migration.	High		
<b>Overall 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	

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

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Reductions in funding support for performing arts venues and professional arts organisations in Powys will put under real threat their ability to continue valued community arts and cultural provision, diminishing the breadth, quality and benefits of cultural services available to the communities of Powys.	

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

<b>What additional evidence and data has informed the development of your proposal?</b>
Data development required.

### 12. On-going monitoring arrangements?

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

### 13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan		10 Dec 2018; 14 Feb 2019; 12 Aug 2019; 12 Dec 2019; 10 Jan 2020
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

### 14. Governance

<b>Decision to be made by</b>	Cabinet	<b>Date required</b>	August / September 2019
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**FORM ENDS**

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.** **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Housing & Community Development	<b>Head of Service</b>	Nina Davies	<b>Strategic Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Phyl Davies
<b>Proposal</b>	Budget Savings Proposal for Cleaning Service for FY 2019/2020						
<b>Outline Summary / Description of Proposal</b>							
Proposal to deliver revenue savings from the Cleaning service for FY 2019/20 by implementing the proposals below:							
<ul style="list-style-type: none"> <li>Increasing income by expanding business opportunities: explore providing a handyman service for minor repairs and maintenance, communal garden clearance/maintenance for general public/housing service. This will be work outside of the HOWPS contract or work subcontracted from HOWPS.</li> <li>A number of internal services have requested reviews of current cleaning schedules in order to make efficiencies. Property services have asked to review cleaning in a number of corporate buildings to save up to £150k on their cleaning costs. Requests will be reviewed along with staffing. This could further affect negatively upon the Service.</li> <li>Introduce a service brand and use social media to expand communication to the residents and public we serve, with potential networking opportunities with greater income potential.</li> </ul>							

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### 1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£39,281	£29,000	£45,000	£35,000	£148,281

### 2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Before end of 19/20 FY	Yes

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

Version	Author	Job Title	Date
V1	Jason Rawbone	Professional Lead Catering & Cleaning	17 September 2018

V2	Jason Rawbone	Professional Lead Catering & Cleaning	15 February 2019
V3	Jason Rawbone	Professional Lead Catering & Cleaning	2 August 2019

4. Impact on Other Service Areas

<b>Does the proposal have potential to impact on another service area? (Including implication for Health &amp; Safety and Corporate Parenting)</b> <b>PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>			
<ul style="list-style-type: none"> <li>The reductions in cleaning other services have requested will result in reduced hours and possible redundancies of the cleaning staff. Consequently, corporate building users may notice a difference in the cleaning standard due to reduced cleaning frequency within our corporate buildings.</li> </ul>			
<b>Service Area informed:</b>	Property Services	<b>Contact Officer liaised with:</b>	Neil Clutton
<b>Mitigation</b>			
Cleaning service will meet with Neil Clutton from Property Services to establish standard/frequency of cleaning/caretaking to provide the efficiencies.			

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How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	Potential for staff reductions in cleaning hours and redundancies within corporate buildings, which would affect all cleaning staff and caretaking staff and potentially building users. A minimum cleaning standard must be maintained.	Poor	Staff will be offered redeployment into available positions within the Council.	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.

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

*The integrated approach to support effective decision making*



Council Priority	How does the proposal 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
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	The proposal to introduce a brand and use social media will enhance and contribute to effective communication with the public and customers. Internal staff will develop use social media to the service's best effect.	Good	Careful and controlled monitoring of social media posts in line with the corporate social media policy, with support from our communication team.	Good
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	Expanding on the services provided by our cleaning service, working with the Housing service and HOWPS to provide handyman services/garden work to support local PCC housing tenants.	Good	Better communication with local tenants through our partners to promote the services available.	Good

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	By expanding the services provided we are keeping local people employed providing services benefiting local residents. Reducing carbon footprint by using local resources and not outsourcing/contracting works keeping the Powys pound in Powys.	Good		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Good		Unknown
<b>A healthier Wales:</b> A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Providing our extended cleaning services to local tenants and local residents that may be less able will help to support their well-being, knowing they can rely on a friendly reliable service.	Good	Better communication with local tenants through our partners to promote the services available.	Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	By making best use of social media to connect and communicate with Partners and local residents will be advantageous for everyone.	Good	Better communication with local tenants through our partners to promote the services available.	Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	With the proposal to expand the cleaning services to provide a “handyman” service, our team will make best use of resources to ensure the least impact on the environment and improve social and economic well-being.	Good	Services provided will be monitored to ensure they are being carried out responsibly and efficiently.	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, and treating the Welsh language no less favourable than the English language</i>	By using social media, we will follow corporate policy and interact and respond where possible to questions and post in the Welsh language. We will use the councils translation services and /or Welsh speaking staff members.	Good		Unknown
<i>Opportunities to promote the Welsh language</i>	As Above	Good		Unknown
<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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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Developing our cleaning services and collaborating with partners and key stakeholders is essential for sustainability in providing services to local residents.	Good	Using social media and continued collaboration with partners will ensure our service capabilities and identify long term need.	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Clear communication with our partners to promote our service and the range of work streams it is capable of.	Good	As above	Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Continue working with partners to further develop services to improve well-being for local communities.	Good		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	We will offer staff in redundancy situations, redeployment wherever possible.	Neutral		Neutral

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<b>Principle</b>	<b>How does the proposal 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>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	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>Impact on Powys County Council Workforce</b>	With the request from Property services to reduce their cleaning budget, there will be some redundancies and reduction to staff hours from the cleaning staff within our corporate buildings. Also there will be reduced cleaning in corporate buildings which building users may notice, however hygiene areas (toilets) will be cleaned daily.	Poor	Staff will be offered redundancy/redeployment into available positions within the Council.	Neutral
<b>Source of Outline Evidence to support judgements</b>				

8. Achievability of proposal?

<b>Impact on Service / Council</b>	<b>Risk to delivery of the proposal</b>	<b>Inherent Risk</b>
Medium	Low	Low
<b>Mitigation</b>		
<ol style="list-style-type: none"> <li>Further collaboration with other internal PCC services to provide needed services.</li> <li>Establish social media presence to market service and communicate with wider customer audience.</li> </ol>		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of jobs and employment opportunities	Medium	Redeployment will be offered	Low
Reduction of cleaning service by other services, will reduce cleaning frequency/caretakers in corporate buildings	Medium	Corporate Property Services need to be clear on the standards required/acceptable	Low
	Choose an item.		Choose an item.
<b>Overall 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	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Savings target to be met from Cleaning service by end of next FY	2019/20	Saving target in 2019/20 is made.	
<b>Portfolio Holder decision required</b>	Yes	<b>Date required</b>	
<b>Cabinet decision required</b>	Yes	<b>Date required</b>	
<b>Council decision required</b>	No	<b>Date required</b>	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
A reduction in the cleaning of corporate buildings will reduce the staff within all council buildings to provide a minimal service, however toilet areas will be cleaned daily. There will be a reduction in main buildings caretaking and only adhoc call outs for window cleaning and carpet cleaning.	

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

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

14. On-going monitoring arrangements?

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

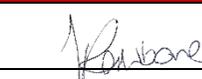
Monthly management meetings to discuss progress and regular meetings with finance business partners to ensure targets are on track.

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

Nov 2019

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Jason Rawbone		
Head of Service:	Nina Davies		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

16. Governance

Decision to be made by	Date required
Cabinet	

**FORM ENDS**

# Cyngor Sir Powys County Council

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Housing	<b>Head of Service</b>	Nina Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr James Evans
<b>Proposal</b>	Housing General Fund savings 2020 to 2023 – whilst maintaining the provision of statutory strategic housing services, housing advice and homeless service, and housing standards.						
<b>Outline Summary / Description of Proposal</b>							

The Housing General Fund (HGF) controllable budget is £634,816.08. HGF funds the following main statutory duties:

**Assessing Housing Need**<sup>1</sup> – undertake and update a Local Housing Market Assessment and a Gypsy Traveller Accommodation Assessment, maintain a register of housing need in Powys (without which the Council cannot allocate social housing) and assess housing need and demand to allocate resources and housing grants for new homes in Powys.

**Housing Advice and Homelessness**<sup>2</sup> – a duty to prevent homelessness and assist those who are homeless, to provide advice and assistance in relation to housing and accommodation needs, to produce and implement a homeless strategy and to provide temporary and emergency accommodation.

**Housing Standards**<sup>3</sup> – a duty to make sure the Housing Health and Safety Rating System is applied in Powys, to license certain premises, to offer Disabled Facilities Grant (DFG) and adaptations for people with disabilities. Housing standards includes energy efficiency advice and funding<sup>4</sup>, to reduce fuel poverty.

The service will achieve cost reductions in the 2020/21 financial year through a restructure of Housing Senior Management.

If the service can secure alternative funding and implement its restructure from April 2020 it is expected that the savings targets will be achieved. However, there will be a reduction in capacity and resource. There will also be associated risks to the delivery of statutory services, especially if further cuts are required or it is not possible to secure alternative funding. The risks are:

- Capital allocations need to be maintained at current levels to sustain income generation. The service may not be able to maintain its current income targets if there is a reduction in the capacity and resources available to deliver the services that earn income. This will mean that services, including statutory services which are provided 'cost neutral' to the authority may be reduced. If statutory services reduced in relation to housing standards in the private rented sector this may increase the number of persons who present to the Council as homeless, for example because they are living in unsatisfactory housing. The service also provides energy efficiency advice and funding. A reduction in resources may lead to an increase in the incidence of fuel poverty in the county.
- Homelessness is increasing in Powys. If insufficient funding is provided or found for the posts that prevent homelessness, the Council may experience an increased numbers of households who require the provision of full homeless duties, including temporary accommodation. The increased use of temporary accommodation – including 'bed and breakfast' – will increase overall costs to the Council of homelessness.
- If there is an increased use of 'bed and breakfast' and temporary accommodation there will be additional costs incurred by Income and Awards as the Council does not get full subsidy from the DWP for the costs of temporary accommodation. There will also be additional costs in securing Bed and Breakfast accommodation. This is estimated at £100,000. However, increasing demand for homeless services mean this estimate could be too low.
- The Housing Service may not be able to implement the Homeless Action Plan agreed by Cabinet, as a result of insufficient resources being available to prevent homelessness.
- Posts which blend HGF and HRA funding will need to have robust business cases to demonstrate that funding is allocated correctly in line with the work delivered. The Welsh Government is in the process of issuing revised guidance covering the management of the HRA. Any cuts in HGF resources will need to be considered in the context of maintaining a clear and legally compliant division between HGF and HRA funding. Any transgressions may result in funding cuts from the Welsh Government.

<sup>1</sup> Housing Act (Wales) 2014

PCC: *Impact Assessment Toolkit (March 2018)*

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- If the Council is unable to provide up-to-date Local Housing Market Assessments and assess housing need it will not have the evidence needed to develop a compliant Local Development Plan. This will reduce the ability of the Council to secure affordable housing through the planning system and to draw into Powys from the Welsh Government multi-million pound grants to support the development of new homes.
- Failure to undertake Gypsy and Traveller Accommodation Assessments means the Council could face legal challenges from the gypsy and traveller community and Welsh Government.

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

Version	Author	Job Title	Date
V1	Dafydd Evans	Service Manager Housing Solutions	14 <sup>th</sup> August 2019

2 Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£25,000	£145,000	£25,000	£195,000

3 Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	April 2020 – Housing Service Restructure

<sup>2</sup> Housing Act 1996; Code of Guidance for Local Authorities on Allocation of Accommodation and Homelessness - Wales 2016; Housing Act (Wales) 2014

<sup>3</sup> Social Services and Wellbeing (Wales) Act 2014; Housing Grant, Construction and Regeneration Act 1996; Regulatory Reform (Housing Assistance) (England and Wales) Order 2002; Housing Act 2004; Housing Health and Safety Rating System (England) Regulations 2005

<sup>4</sup> Environment (Wales) Act 2016

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Adult Social Care, Childrens Services, Corporate Parenting, Income and Awards, Health and Safety.

### 5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> <b>We will develop a vibrant economy</b>	Potential impacts include: Increased homelessness, poorer standards in the private rented sector, increased B & B/temp accommodation and unassessed housing need. Reduced compliance with statutory duties. A significant proportion of homelessness is due to the affordability of accommodation and the levels of poverty in the communities in Powys. Unable to fulfil agreed Homeless Strategy objectives.	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this priority and associated statutory obligations.	Poor

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Council Priority	How does the proposal 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
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	<p>Increased homelessness, poorer standards in the private rented sector, increased B &amp; B/temp accommodation and unassessed housing need. Reduced compliance with statutory duties. Standards of accommodation are closely linked to health and care outcomes. Homelessness particularly affects vulnerable people and can drive people into a state of vulnerability where one may not have existed before. Evidence in the Council's homelessness review shows that the households affected by homelessness are also often known to be reliant upon other services and agencies, in particular social services and health services.</p>	Very Poor	<p>The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this priority and associated statutory obligations.</p>	Poor
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	<p>Homelessness can significantly affect households with children, which can have a detrimental effect on the child's education as they do not have a suitable environment in which to learn. Any reduction in the Council's ability to reduce the risk of poor standards of accommodation, particularly in high risk Category One hazards, will adversely impact on the home environment of many children.</p>	Poor	<p>The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this priority and associated statutory obligations.</p>	Poor
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	<p>Community based services including voluntary services and public services, such as libraries, are an essential component in addressing the needs of those affected by homelessness.</p>	Very Poor	<p>The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this priority and associated statutory obligations.</p>	Poor

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**Source of Outline Evidence to support judgements**

Homeless Review and Strategy undertaken in 2018; WHO 12<sup>5</sup> quarterly returns; ‘Homes in Powys’ housing waiting list data; Aids and Adaptions data; Housing Service performance data.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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 Homeless Strategy Impact Assessment noted that: “The focus of the action plan is to provide community based services via greater partnership and collaborative working and increase options available (including accommodation) in the communities in Powys. Greater employment opportunities are required in order to increase the economic situation of households and decrease reliance on welfare benefits.” The Homeless Action Plan may not be viable with fewer resources at a time of increased homeless presentations.</p> <p>Any reduction in the ability of the Council to justify and evidence claims for Welsh Government funding for new affordable homes will reduce the ability of Powys to attract and retain the employees needed to contribute towards prosperous Wales. This risk increases in the high housing cost areas of Powys.</p>	<p>Poor</p>	<p>The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this well-being goal.</p>	<p>Poor</p>

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<sup>5</sup> WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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Well-being Goal	How does proposal contribute to 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
<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 expected	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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Homelessness affects vulnerable people, in particular those affected by physical and mental health. As seen from the homeless review the households affected by homelessness are also often known to other services and agencies, in particular social services and health services. Poorer standards in accommodation will particularly affect vulnerable people.	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this well-being goal.	Poor
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	A key priority in the Homeless action plan is to evolve and harness community-based services to assist in the prevention of homelessness. This may not be possible with increased demand pressures on services being facing a reduced capacity to prevent homelessness.  Any reduction in the ability of the Council to justify and evidence claims for Welsh Government funding for new affordable homes will reduce the ability of Powys to make sure that communities, especially those in rural areas, remain viable and sustainable by offering homes for people across the socio-economic spectrum	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this well-being goal.	Poor

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Well-being Goal	How does proposal contribute to 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
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>With less capacity, increased homelessness, poorer standards in accommodation including increased fuel poverty there will be detrimental effect on the environment.</p>	<p>Poor</p>	<p>The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will have reduced capacity to deliver this well-being goal.</p>	<p>Poor</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, and treating the Welsh language no less favourable than the English language</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Welsh Language impact on staff</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				
<p><i>Age</i></p>	<p>Unknown</p>	<p>Unknown</p>		<p>Choose an item.</p>
<p><i>Disability</i></p>	<p>Unknown</p>	<p>Unknown</p>		<p>Choose an item.</p>
<p><i>Gender reassignment</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Marriage or civil partnership</i></p>	<p>No impact expected</p>	<p>Neutral</p>		<p>Choose an item.</p>

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Race</i>	No impact expected	Neutral		Choose an item.
<i>Religion or belief</i>	No impact expected	Neutral		Choose an item.
<i>Sex</i>	No impact expected	Neutral		Choose an item.
<i>Sexual Orientation</i>	No impact expected	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	No impact expected	Neutral		Choose an item.

**Source of Outline Evidence to support judgements**

Homeless Review and Strategy undertaken in 2018; WHO 12<sup>6</sup> quarterly returns; ‘Homes in Powys’ housing waiting list data; Aids and Adaptions data; Housing Service performance data.

7. How does your proposal impact on the council’s other key guiding principles?

<b>Principle</b>	<b>How does the proposal 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>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The service with less capacity is unlikely to be able to progress its preventative agenda (preventing homelessness, housing market dysfunction, poor housing standards). It will become an increasingly reactive service, which will ultimately cost more and will not meet the needs of future generations.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The service currently collaborates with a number of organisations and agencies. However with fewer resources and capacity there will be less collaboration.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact expected	Neutral		Choose an item.

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<sup>6</sup> WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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Principle	How does the proposal 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
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	The service has adopted a preventative agenda with regard to its statutory duties. Less resource and capacity will result in the service becoming more reactive and increases the risk of unpredicted expenditure falling on the council to discharge statutory obligations and duties.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor
<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 expected	Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The statutory services provided by the service are directly linked to poverty. Accordingly less prevention with regard to homelessness, dealing with housing standards including energy efficiency and reduced availability of genuinely affordable homes will result in greater poverty.	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	The Homeless Action Plan priority "Continue to evolve and harness community-based services to assist in the prevention of homelessness" will include looking at the support available in communities to assist carers to maintain their accommodation. This may not be possible with reduced resources and capacity.	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The Homeless Action Plan includes a commitment to preventing homelessness of households with children and vulnerable adults. This is to benefit the welfare of those concerned and help to protect children and vulnerable adults from harm. This may not be possible with reduced resources and capacity.	Very Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor

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Principle	How does the proposal 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
<b>Impact on Powys County Council Workforce</b>	Reduced capacity and resource in the Housing Service will mean increased pressures on Childrens and Adults Services particularly where lack of suitable, sustainable and secure accommodation is a contributory factor to the need for interventions by social services.	Poor	The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to provide or contribute to sustainable services.	Poor

### Source of Outline Evidence to support judgements

Homeless Review and Strategy undertaken in 2018; WHO 12<sup>7</sup> quarterly returns; 'Homes in Powys' housing waiting list data; Aids and Adaptions data; Housing Service performance data.

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
High	High	High
Mitigation		
The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to maintain services and meet it statutory obligations and duties.		

9. How likely are you to successfully implement the proposed change?

<sup>7</sup> WHO 12: mandatory quarterly return to the Welsh Government, reporting the incidence of homelessness in Powys and the work undertaken by the Council to both prevent and deal with homelessness.

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Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
The Housing Service is considering alternative grant/HRA/income funding, where that is available and legally compliant with rules governing the use of HGF and HRA resources. If it is not possible to secure replacement resources, the Council will not be able to maintain services and meet its statutory obligations and duties.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
<p>If there is a reduction in capital funds for the housing-related capital loans and grants programme, the Housing Service will have its income reduced, reducing its ability to fulfil statutory duties in relation to housing standards. This will also increase the number of homeless households who come to Council, for example living in unsatisfactory housing. This will mean that services including statutory services, may be reduced. Capital allocations need to be maintained at current levels to sustain income generation. If the statutory services are not provided in relation to housing standards in the private rented sector this may increase the number of persons who present to the Council as homeless as they are living in unsatisfactory housing. The service also provides energy efficiency advice and funding so there will inevitably be an increase in the incidence of fuel poverty in the county.</p>	Medium	<b>Ensure that the current capital allocations are maintained</b>	Low

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<p>Homelessness is increasing in Powys. If alternative funding is not secured for the posts that prevent homelessness, the Council may experience increased numbers of cases, which would require the provision of full homeless duties including temporary accommodation. This may lead to increased use of temporary accommodation and Bed and Breakfast accommodation. If there is an increased use of Bed and Breakfast and temporary accommodation there will be additional costs incurred by Income and Awards as the Council does not get full subsidy from the DWP for temporary accommodation. There will also be additional costs in securing Bed and Breakfast accommodation. This is estimated at £100,000; however it could be more.</p>	<p>High</p>	<p><b>Service is seeking alternative grant funding for non statutory posts and seeking to increase the provision of temporary accommodation provided by the HRA.</b></p>	<p>Medium</p>
<p>The Housing Service may not be able to implement the agreed Homeless Action plan agreed by Cabinet, due to increased levels of presentations and fewer resources available to prevent homelessness.</p>	<p>High</p>	<p><b>Service is seeking alternative grant funding for non-statutory posts and seeking to increase the provision of temporary accommodation provided by the HRA.</b></p>	<p>Medium</p>
<p>The blend of HRA and HGF for posts that carry out duties for both funds need to have robust business cases. HRA funding is ring fenced and Welsh Government are in the process of issuing revised guidance.</p>	<p>Medium</p>	<p><b>The development of robust business cases regarding the allocation of HRA funding in accordance with the revised guidance.</b></p>	<p>Low</p>
<p><b>Overall judgement (to be included in project risk register)</b></p>			
<p><b>Very High Risk</b></p>	<p><b>High Risk</b></p>	<p><b>Medium Risk</b></p>	<p><b>Low Risk</b></p>
	<p><b>High risk</b></p>		

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

<p><b>Outline Assessment (to be inserted in cabinet report)</b></p>	<p><b>Cabinet Report Reference:</b></p>	
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If the Housing service is unable to secure alternative grant funding, including Housing Support Grant, statutory services may be negatively impacted.

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

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

HGF allocation by other local authorities in Wales. Homeless Network research.

12. On-going monitoring arrangements?

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

Budgets are reviewed on a monthly basis.

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

April 2020.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr James Evans		

14. Governance

Decision to be made by	Date required
Cabinet	

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Library Service	<b>Head of Service</b>	Nina Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.						
<b>Outline Summary / Description of Proposal</b>							
<p>To pilot a joint mobile outreach information project; removal of mobile library service if unsuccessful (will require specific risk assessment) (20/21)</p> <p>To build on existing community hub approach, to maximise services and opportunities offered in each location, working with wide ranging partners from all sectors and community – roll out further community hubs, 2 per year</p> <p>To map and develop a local approach to provision of Information Advice and Assistance, with Social Care (20/21)</p> <p>To restructure and implement a new structure of trained literacy, information and digital support for public across libraries, providing front door access to wide ranging services/providers, triaging demand appropriately with a strong focus on getting it right first time for residents at reduced cost to the council (21/22)</p> <p>To further investigate co-locations and town council involvement/contribution to all libraries, including larger 6. (20/21)</p> <p>To further investigate options for externalisation of service to a charitable/trust/social enterprise model (20/21)</p> <p>To further investigate and implement new income generating and fundraising schemes (20/21)</p>							

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

Version	Author	Job Title	Date
V1	Kay Thomas	Principal Librarian	4 August 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£30,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation

<p>Public consultation required</p>	<p>An extensive public consultation has been carried out, and informed this action plan for the service as a whole. Please see the report embedded below.</p>  <p>Feedback Report The Future of Powys Libra</p> <p>However, further local consultation will be needed for changes to individual sites, with no clear deadlines as yet.</p>
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Draft

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Housing and Community Development services, Customer services, schools service, Income and Awards, cleaning, children's and adults' services, PAVO and 3<sup>rd</sup> sector partners, ICT and Data Protection

5. How does your proposal impact on the council's strategic vision?

Draft

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Community hubs will continue to support the economy in the following ways: Drawing people into town centres, which benefit the local shops and businesses. Providing support for job seekers and self-employed/small businesses through the IT and information provision which offers supported access to jobseekers online and government gateways. Volunteer opportunities allow people to develop skills and experience to help with returning to the workplace Learning opportunities also build skills Libraries/community hubs play an important role in Universal Credit applications in Powys. Range of cultural activities in Welsh and English draw people into hubs, and attract them to live/stay in Powys 69% of respondents to the library user survey 2018 stated that the library service provides economic benefit to them. Transfer to a charitable model will not impact on service delivery – the public should not see any difference to service (as with Freedom Leisure)	Neutral	Investigation of offering start-up businesses space to work within local community Work with partners to increase range of cultural and learning activities provided in community hubs Seek ways of extending/increasing access through working with partners and communities - removal of barriers to access	Unknown

<p><b>Health and Care</b>  <b>We will lead the way in effective, integrated rural health and care</b></p>	<p>The community hubs will continue to offer wide-ranging support to health and care, including provision of up-to-date information for individuals, families and carers.</p> <p>The library service is Dementia Friendly and offers literature in support of this to those living with Dementia and their carers.</p> <p>Libraries are part of the national Book Prescription schemes for adults and children, and works closely with Powys Health Promotion unit to widely disseminate campaign information to libraries across the county (e.g. measles vaccinations, or stop smoking campaigns).</p> <p>Books on Prescription Reading Well for Mental Health list launched in Wales June 2019 – supports SEP objective about improving access to mental health services</p> <p>Information is provided around both physical and mental health conditions, and parenting.</p> <p>The library service offers a “carer’s card” with specific benefits for carers, and which recognises some of the issues that they face in accessing the service.</p> <p>Public libraries have enabled people to access online cognitive behaviour courses prescribed for them.</p> <p>Activities in community hubs will have a positive impact on health and wellbeing, e.g. rhythm and rhyme sessions for parents and babies encourages bonding as well as a social network for peer support. Dementia reading aloud sessions have proven benefit, and groups such as book groups, knit and natter and poetry groups offer mental stimulus and social</p>	<p>Neutral</p>	<p>Introduce provision of gateway to Information, Advice and Assistance, working with Social Care</p> <p>Mobile hub strategy could provide means to maintain local service delivery in smaller communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. Health partners keen to be involved with transformational proposals. (good/very good)</p> <p>To continue to participate in the North Powys Wellbeing Hub development project (Newtown).</p> <p>Seek ways of extending/increasing access through working with partners and communities - removal of barriers to access</p>	<p>Good</p>
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**Cyngor Sir Powys County Council**  
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>interaction to boost overall wellbeing. 83% of adult respondents to the library service user survey 2018 stated that visiting the library makes them feel better.</p> <p>The library is seen as a safe, friendly and neutral environment in the community, (97% of respondents agreed), which contributes to the SEP objective to eliminate violence, harassment and abuse – it is important that community hubs maintain this ethos of equality for all regardless of protected characteristics.</p> <p>Transfer to a charitable model will not impact on provision for the public.</p>			

**Learning and skills**  
**We will strengthen learning and skills**

Community hubs will continue to support the strategic equality plan aim of closing the gap in attainment, through provision of quality resources for learners of all ages and abilities, and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 68% of respondents in the adult library user survey 2018 said that the library has helped them to learn something new, and 76% said that they had developed new ideas and interests.

Being free at the point of delivery, the library service ensures that no-one need be deprived of opportunity through poverty.

The library service’s existing resources fund does not meet Welsh Public Library Standards requirements for provision of up-to-date stock for residents, which will include resources to support learning.

“Access to Research” is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys. Ancestry.com and FindmyPast local and family history online resources are similarly freely available from library computers only (not from home computers).

Volunteer opportunities allow people to learn, practice and share skills locally in their community.

Literacy development (including digital literacy) - Staff and volunteers provide sessions such as 1-1 computer support, coding, family learning through storytimes, lego clubs, homework support etc.

Neutral

Work with partners to further develop offer in Welsh and English (existing partners offering learning opportunities include Mudiad, Mentrau Iaith, Welsh for Adults, Adult Learners Wales, Aberystwyth University lifelong learning department). (Community Hub developments)

Explore the potential for distance learning and online learning using library facilities/equipment (MOOCs)

Develop closer links with N&PT college group to improve offer (particularly y Gaer).

Seek ways of extending/increasing access through working with partners – removal of barriers to access

Seek ways to boost resources for learning

Unknown

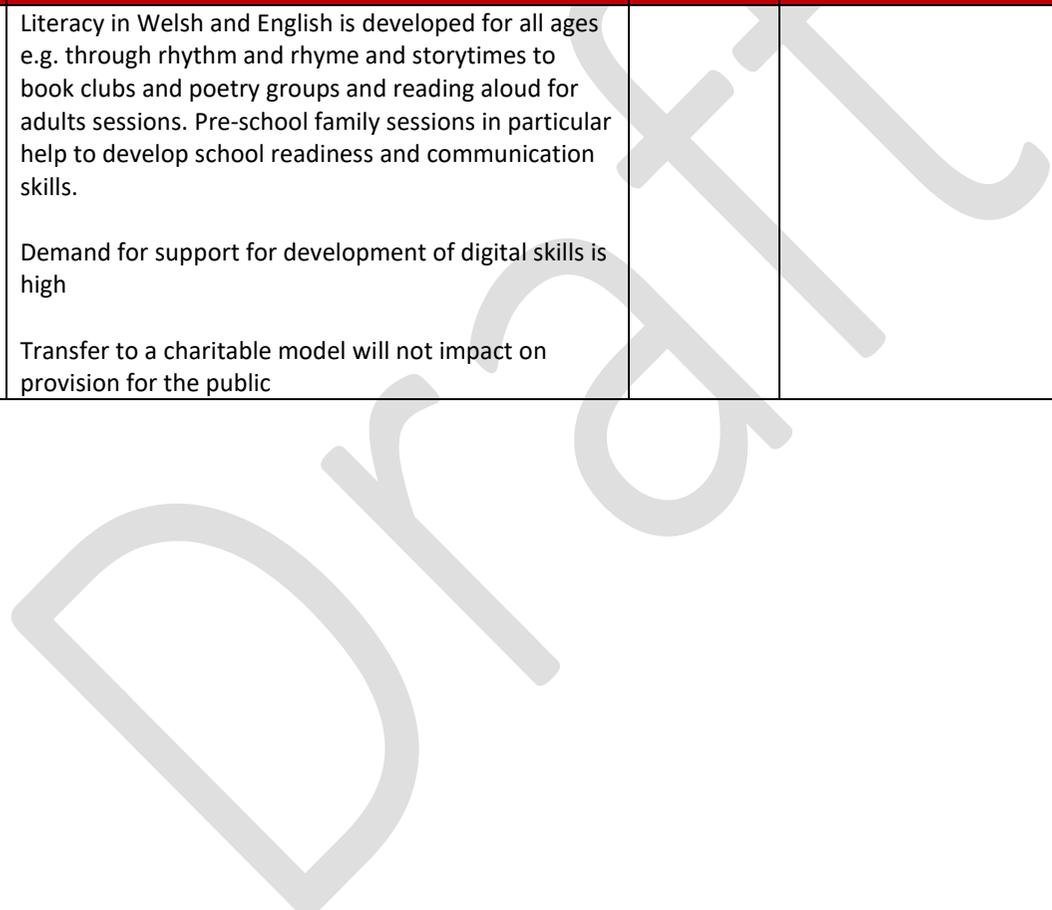
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	Literacy in Welsh and English is developed for all ages e.g. through rhythm and rhyme and storytimes to book clubs and poetry groups and reading aloud for adults sessions. Pre-school family sessions in particular help to develop school readiness and communication skills.  Demand for support for development of digital skills is high  Transfer to a charitable model will not impact on provision for the public			

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**Residents and Communities**  
**We will support our residents and communities**

<p>Community hubs will support residents to live fulfilled lives and to feel part of their community. 80% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 97% find their library an enjoyable, safe and friendly environment, 83% said it makes them feel better, and 88% said that their library makes a difference to their lives.</p> <p>Volunteer opportunities provide a good way for people to be active in their communities.</p> <p>Community hubs will support the PCC SEP objective to improve living conditions in cohesive communities, and advance equality and opportunity through being open to everyone on an equitable basis (irrespective of protected characteristics), and free at the point of delivery. Libraries are already viewed as safe and neutral community venues where people will receive help. Meeting and engaging with others in a neutral venue fosters good relations in the community.</p> <p>Consultations are distributed through libraries, often with drop in sessions, contributing to the SEP objective to increase democratic participation.</p> <p>Transfer to a charitable model will not impact on provision for the public.</p> <p>Any libraries which have been transferred to the community to run will require ongoing support from the library service (stock, facilities, volunteer recruitment, training and support)</p>	<p>Neutral</p>	<p>Mobile library customers in particular are the more elderly and vulnerable, living in more isolated areas and frequently without their own transport; 70% of mobile library customers are aged 60+, and 58% of those who have given their gender are female. Redesign of the service to a joint model will need to ensure that vulnerable people do not lose out – work with partners needed to ensure that everyone who wants a service receives it in alternate ways.</p> <p>Further development of community hubs should lead to wider range of services/facilities available in community.</p> <p>Seek ways of extending/increasing access through working with partners - removal of barriers to access</p> <p>Cease fine payments, as barrier to access for those living in poverty and who do not use the service for fear of incurring monetary fines for late return of books.</p>	<p>Unknown</p>
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Draft

Source of Outline Evidence to support judgements
Adult library user survey data, Oct 2018 Results of public consultation, Feb-April 2019 List of services provided by branch libraries Library management system membership and usage data "Connected and ambitions libraries" Welsh Public Library Standards framework 6, 2017 – 2020 Libraries – bridging the digital divide. Libraries Wales 2016 Analysis of library membership postcodes 2019 Analysis of library usage by road zones 2013

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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.	Branch libraries already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. This will be enhanced through shared service provision in community hubs – sharing of skills and knowledge  Contributions to the local economy and skills/learning as outlined above, plus work experience and volunteer opportunities in libraries develop skills for employability.  Transfer to a charitable model should not negatively impact on contribution to this goal.	Good	Development of work spaces in community hubs where possible, to support people to work locally and improve work life balance, manage caring responsibilities and reduce travelling	Unknown

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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 library network has a direct impact on social and economic resilience, as residents are able to freely access wide-ranging resources and facilities locally, including directly interact with the council services in their local community, and seek advice or information from a member of staff face-to-face. This will continue in a community hub model.</p> <p>The proposals should have minimal impact on this goal. Any libraries identified for transfer to community delivery will continue to be supported with resources and training.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal.</p>	<p>Neutral</p>	<p>Community and mobile hub strategy could improve means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs of provision. (good)</p>	<p>Unknown</p>

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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><b>Public Health (Wales) Act, 2017:</b>                      Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Libraries/community hubs would continue to make the following contributions to this goal:</p> <ul style="list-style-type: none"> <li>• Visits to the library improve the health and wellbeing of residents, and reading boosts mental health, along with social interaction.</li> <li>• Reading for pleasure for 6 minutes per day lowers stress by 68% (Univ of Sussex research)</li> <li>• Social interaction which boosts wellbeing</li> <li>• Wide range of activities supporting wellbeing e.g. dementia singing, poetry, tai chi</li> <li>• Ready access to book prescription schemes and health information.</li> <li>• 57% of respondents to the adult library user survey Nov 18 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</li> </ul> <p>These outcomes should be maintained or enhanced in a community hub model.                      Transfer to a charitable model should not negatively impact on contribution to this goal.</p>	<p>Neutral</p>	<p>Transformation of mobile libraries in particular will affect a high % of very elderly and disabled customers, which will need to be addressed in alternative ways e.g. volunteers, befriending, other services which visit people’s homes</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset/share costs. Health partners interested in development. (good / very good)</p>	<p>Unknown</p>

Well-being Goal	How does proposal contribute to 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
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Community hubs will contribute to stronger, resilient communities. 90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives. Transfer to a charitable model should not negatively impact on contribution to this goal.	Neutral	Ways will need to be investigated to ensure that smaller communities visited by the mobile library do not lose out on benefits e.g. through befriending schemes, partnering with other services which deliver into communities	Unknown
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Community Hubs will continue to act as an access point to information and communication with the wider world. Community hubs will continue to provide a range of opportunities for young people, and to be a safe place for children to meet, whilst resources will help them to learn about the wider world. Transfer to a charitable model should not negatively impact on contribution to this goal. Public libraries across the UK support the children's promise <i>"Public Libraries welcome children from the very earliest months of life, helping parents and carers to support them as they grow and learn"</i> .	Neutral	Extend hours through partnership working to overcome barriers to access e.g. weekend opening could be trialled	Unknown
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>These opportunities will be provided through range of stock and resources, including Welsh speaking staff – these benefits were highlighted through the public consultation process around libraries. Partners also deliver in libraries as community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs – this will continue in a community hub model.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal, as long as Welsh speaking staff/volunteers are retained/prioritised at recruitment</p>	<p>Neutral</p>	<p>Continue to work with partners and communities to develop opportunities</p>	<p>Unknown</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>Community hubs will promote the Welsh language by range of stock and associated activities in the Welsh language e.g. storytimes, Welsh classes, author visits. Partners also deliver in community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs.</p> <p>Transfer to a charitable model should not negatively impact on contribution to this goal, as long as Welsh speaking staff/volunteers are retained/prioritised at recruitment</p>	<p>Neutral</p>	<p>Continue to work with partners and communities to develop opportunities</p>	<p>Unknown</p>

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>Welsh Language impact on staff</i></p>	<p>If staff are made redundant through this project, this could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language of choice. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information):                      Level 0 – 19 staff                      Level 1 – 25                      Level 2 – 14                      Level 3 – 7                      Level 4 – 5                      Level 5 – 7</p>	<p>Unknown</p>	<p>Redeployment opportunities within the library service would be extremely limited, possibly within PCC as a whole. The need to have Welsh speaking staff is more crucial with the new Welsh Language Standards, but distances within Powys make redeployment more problematic.</p>	<p>Unknown</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Community hubs will offer a wide range of opportunities for cultural, educational and recreational activities- 20,286 people attended cultural activities in libraries in 2018/19. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced opening hours, and has been supported by partner organisations and volunteers. Such activities are required as core entitlements under the Welsh Public Library Standards and provide the cultural offer under the UK wide Universal Offers provided by library services.                       Transfer to a charitable model should not negatively impact on contribution to this goal.</p>	<p>Neutral</p>	<p>Continue to work with partners, volunteers and communities to develop opportunities</p>	<p>Unknown</p>
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				

	<p>The age breakdown of 68,596 registered library members shows the following in Nov 2018:</p> <table border="0"> <tr><td>0-4 years</td><td>1524</td></tr> <tr><td>5 – 10 years</td><td>5510</td></tr> <tr><td>11-13 years</td><td>4209</td></tr> <tr><td>14-17 years</td><td>4466</td></tr> <tr><td>18-59 years</td><td>31218</td></tr> <tr><td>60+ years</td><td>21029</td></tr> <tr><td>Not given</td><td>640</td></tr> </table> <p>This equates to:</p> <table border="0"> <tr><td>Under 18</td><td>22%</td></tr> <tr><td>18 – 59</td><td>46%</td></tr> <tr><td>60 +</td><td>31%</td></tr> <tr><td>Not given</td><td>1%</td></tr> </table> <p>The adult public library user survey in Nov 2018, showed 16.5% of respondents 75 years +, and 29% between 65-74 years.</p> <p>It is anticipated that users of community hubs will be similarly aged, particularly to begin with.</p> <p>Responses to service surveys generally show that the most frequent users of libraries are the very young, elderly and unemployed people, frequently the most vulnerable in our communities. The public highlighted a lack of public transport, ICT and financial resources as significant barriers to accessing services in other ways or in larger towns during the library service consultation, and felt that the provision of staffed branch libraries was critical to an equality of access for all.</p> <p>Public consultation over the future of libraries Feb-April 19 sought views from all age groups, with responses from schools, the youth forum and older</p>	0-4 years	1524	5 – 10 years	5510	11-13 years	4209	14-17 years	4466	18-59 years	31218	60+ years	21029	Not given	640	Under 18	22%	18 – 59	46%	60 +	31%	Not given	1%	<p>Unknown</p>	<p>Pursue developments with partners, volunteers etc to provide resources/set up activities to attract underrepresented age groups on a site-by-site basis.</p> <p>Mitigation will be needed for mobile library customers if they are no longer able to reach the mobile hub e.g. befrienders, other services who visit residents at home may deliver books and/or read aloud to customers</p> <p>Older people are less likely to want or be able to use online services - opportunity for “get online” type projects to support here – talk to PAVO and others.</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. (good)</p> <p>Consideration needs to be given to the feedback from the Youth Forum.</p>	<p>Unknown</p>
0-4 years	1524																									
5 – 10 years	5510																									
11-13 years	4209																									
14-17 years	4466																									
18-59 years	31218																									
60+ years	21029																									
Not given	640																									
Under 18	22%																									
18 – 59	46%																									
60 +	31%																									
Not given	1%																									

	<p>people. The Older Person’s forum was approached, and the survey distributed by email to Age Cymru, Family information service, schools and other organisations. People of varying ages attended the drop-in sessions in Feb 2019.</p> <p>Changes to the mobile library service in particular would impact on the older population; early analysis of user survey results 2018 shows that 59% of users are aged 75+.</p> <p>A survey of junior library members (7 - 16 years) was carried out in Oct 2016. (This will be updated in autumn 2019.)  94% of respondents aged 7-11 years find their library to be a safe and enjoyable place to visit, and 61% feel it makes a difference to their lives. An overall rating of 9.1 out of 10 was given for the library service with this age group.  With 11-16 year olds, 88% find the library safe and enjoyable, 55% said it makes a difference to their lives, and an overall rating of 8.5 out of 10 was achieved.</p> <p>At this initial stage of development, there would appear to be no particular negative impact on residents of any age; however, this will need to be analysed more closely on a site by site basis e.g. in terms of opening hours and accessibility.</p> <p>Staff data by age (data from Nov 2018):  21 - 30: 3.87%  31 – 40: 12.65%  41 – 50: 15.27%  51 – 60: 45.91%  61 – 65: 18.62%  65+: 3.66%</p> <p>Any redundancies are likely to affect older staff more.</p>			
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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Disability	<p>Public consultation (libraries) 2019: 23% of respondents stated that they are living with a long term disability or condition, with 37% citing mobility issues, 30% hearing, 28% mental health conditions, 15% stamina and 13% had visual impairments.</p> <p>Library service surveys frequently receive responses around mobility issues, and the inability of such residents to travel to bigger towns to access libraries. In the adult public library user survey, Nov 2018, 30.5% of respondents stated that they have a long term disability or condition, with 29% of those citing mobility issues, 24% hearing, 20.5% mental health issues, 21% problems with stamina, breathing and fatigue. 9.5% cited each of vision, 11% dexterity, and 10% memory issues. 26.5% chose other disabilities.</p> <p>Early analysis of responses from mobile library users shows a particularly high level of disabled users – 56% living with a long term disability, with mobility most cited difficulty – changes to the mobile library service could therefore impact negatively.</p> <p>Venues for community hubs will need to be chosen carefully with consideration for disabled access. All libraries are currently accessible and could therefore provide a good venue.</p>	Unknown	<p>Mitigation will be needed for mobile library customers if they are no longer able to reach the mobile hub e.g. befrienders, other services who visit residents at home may deliver books and/or read aloud to customers</p> <p>Explore working with access groups, disability support groups, Carers groups and Disability Powys on choosing suitable locations for community hubs (unknown potential)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery for disabled people in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs.</p>	Unknown

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

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to 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
<i>Gender reassignment</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown
<i>Marriage or civil partnership</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole	Unknown		Unknown
<i>Race</i>	In the adult library user survey Nov 2015, 89% gave their ethnicity as white, 2% other, and 9% declined to answer. No specific impact has been identified, except where language skills create a barrier. Polish/English stock is provided in Welshpool library to meet specific demand. Efforts are made to borrow materials in other languages from other library authorities across the UK, when requested. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown	Explore provision of ESOL classes/resources with partners (Adult Learners' Wales), where need identified	Unknown
<i>Religion or belief</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown

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Sex	<p>The membership database shows that 25537 registered library members are male (37%), and 39057 are female (57%). Not all of the 68,596 members have given this information. (Nov 2018)</p> <p>The analysis of the public consultation exercise, Feb-April 2019, also reflects that more females use the library service than males;                      69% female                      23% male                      1% other (gender neutral/fluid/binary)</p> <p>Majority use by females is confirmed again by the adult library user survey data from 2018:                      68% responses female                      32% male.</p> <p>Mobile library service data from the adult user survey 2018 shows that 76% of users are female.</p> <p>Library Staff data as at Nov 2018:                      Male: 8%                      Female: 92%</p> <p>Any library closures or redundancies through restructuring or remodelling would impact more on females in the community and in the workforce.</p>	Neutral	<p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. (good)</p>	Unknown

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Sexual Orientation</i>	No specific impact has been identified for people with protected characteristics – the impact is considered to be the same as for the population as a whole. Libraries are seen as neutral, welcoming venues where everyone is welcome on an equal basis.	Unknown		Unknown
<i>Pregnancy and Maternity</i>	No specific data, although anecdotal evidence in comments to surveys state that new parents enjoy coming to the library with their babies whilst on maternity leave. Parents who cannot drive also state that they find the local library or mobile library a lifeline.  Proposals should not impact.	Neutral	Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. (good)  Community hubs should offer potential for more opportunities for families (social, learning, volunteering etc)	Unknown

Source of Outline Evidence to support judgements
Adult library user survey data, Nov 2018. Mobile library user survey data Oct 2018 Results of public consultation, Feb – April 2019 List of services provided by branch libraries “Connected and Ambitious Libraries” Welsh Public Library Standards framework 6 2017-2020 Libraries – bridging the digital divide. Libraries Wales 2016 Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012 Trent staff data Welsh Public Library Standards return 2017/18

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How does your proposal impact on the council’s other key guiding principles?

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<p><b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>It is important that budgetary pressures do not override the opportunity to develop long term planning and ability to maintain/increase contribution to the wellbeing goals for the future. The development of community hubs is seen as a long term co-production style solution, sharing resources and costs widely.</p> <p>Opportunities to link with other PCC reviews and strategies in the longer term, with opportunities to improve services and outcomes for residents, must be explored</p> <p>Investigations of externalisation and alternative income streams are aimed at enhancing long term sustainability and reducing costs.</p>	Neutral	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this.</p>	Unknown

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The library service has a long history of working with partners to be able to deliver more, both within PCC and in the 3<sup>rd</sup> sector. This will be further developed in these proposals.</p>	<p>Neutral</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset costs. Strong interest from range of 3<sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs. The proposals should enhance collaborative work.</p>	<p>Good</p>
<p><b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>The library service has undertaken extensive public engagement Feb – April 2019 (feedback report embedded in section 3 above).</p> <p>The Principal librarian also sits on some of the Regional Partnership Boards (Age Well, Disability) and is involved in the Social Value Forum, both of which include citizen representatives.</p> <p>The service works closely with corporate communications and engagement staff.</p> <p>Further involvement will be needed on a local level to agree and progress plans, and will be planned with the Corporate communications and engagement officers.</p>	<p>Neutral</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. Strong interest from range of 3<sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>

Principle	How does the proposal 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
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	The public consistently highlight that public libraries already offer preventative medicine and save the authority and the health service money in that way. It is important that this contribution is recognised by the authority in the decision making process. These proposals should not impact on this work.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 <sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs.  Future work on community wellbeing hubs and the North Powys Rural Regional Centre should enhance preventative work; also development of delivery of Information Advice and assistance through libraries/community hubs. Opportunities to enhance preventative activities are legion, and outcomes have the potential to be very good.	Very Good
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Branch and mobile libraries impact positively for residents under the wellbeing objectives and Vision 2025 priorities. The proposals should enhance an integrated approach.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs of provision. Strong interest from range of 3 <sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs.	Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Branch and mobile libraries impact very positively on this principle, through provision of free access at the point of delivery to information, knowledge and resources; also support for job seekers. These proposals should not impact on this aim.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs. Strong interest from range of 3 <sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs.	Unknown

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Carers are able to use a specific “carers’ card” which recognises some of their barriers/issues in being to access library services. In consultations, carers have commented that local provision is critical for them, as they cannot leave the people that they look after for very long. Book Prescription schemes provide information about various conditions/health issues for individuals, families and carers. These proposals should not impact on these benefits	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 <sup>rd</sup> sector and health partners, particularly in mobile wellbeing hubs. Credu Carers will be included in discussions. Provision of Information Advice and Assistance in community hubs will enhance support for carers.	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.	All libraries support the vulnerable and those on the fringes of communities, and community hubs will continue to do so. Safeguarding policies are in place for children and vulnerable adults, for reporting concerns – branch and mobile library staff know their local customers well, and frequently pick up on issues.	Neutral	Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this. Strong interest from range of 3 <sup>rd</sup> sector, social care and health partners, particularly in mobile wellbeing hubs. Safe Places scheme to be explored.	Unknown

**Impact on Powys County Council Workforce**

<p>Staff data by age (data from Nov 2018):                  21 - 30: 3.87%                  31 – 40: 12.65%                  41 – 50: 15.27%                  51 – 60: 45.91%                  61 – 65: 18.62%                  65+: 3.66%</p> <p>Any redundancies would be likely to affect older staff more.                  The majority of staff are female and work part time:                  Full time: 12%                  Part time: 88%</p> <p>Staff gender (Nov 2018):                  Male: 8%                  Female: 92%</p> <p>Any redundancies could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information):                  Level 0 – 19 staff                  Level 1 – 25                  Level 2 – 14                  Level 3 – 7                  Level 4 – 5                  Level 5 – 7</p> <p>Also cleaning service staff will be impacted.</p>	<p>Unknown</p>	<p>Explore interest in voluntary redundancy and flexible retirement opportunities                  Redeployment opportunities non-existent within library service, and very limited within PCC                  Distances also prohibitive to redeployment opportunities</p> <p>Further investigation of externalisation / trust models is needed and will impact on staff – insufficient detail known at this point to accurately predict impacts.                  Powys Dance and Leisure centre staff have both successfully transferred to external organisations, so good knowledge and experience is available to support further investigation.</p>	<p>Unknown</p>
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**Source of Outline Evidence to support judgements**

Principle	How does the proposal 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
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Adult library user survey data, Nov 2018  
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 Libraries – bridging the digital divide. Libraries Wales 2016  
 Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014  
 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012  
 Trent staff data  
 Welsh Public Library Standards return 2017/18

What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
Partnership working and Community/wellbeing hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to share costs.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Partnership work, Community/wellbeing hub strategy and investigation of external/charitable models provides means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this.

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to change, leading to legal challenge of decisions and judicial review process, loss of PCC reputation, and inability to achieve savings as required under MTFS whilst legal challenge is undertaken (likely to be a lengthy process)	High	Commitment to partnership working needed. Significant opportunities for larger PCC financial savings together with improved customer service and wellbeing outcomes, through joint working in a community hub setting e.g. on Social care hubs, small business hubs, customer services review, office accommodation and agile working initiatives	High
Lack of real commitment to partnership working, within PCC, Health Board and 3 <sup>rd</sup> sector/community partners may lead to failure and local closures	High	Commitment needed	Medium
Investigation of charitable options may reveal limited saving, and/or establishment of an external charitable model may fail, leading to closures	High	Thorough research and business planning needed	Medium
Impact on statutory service delivery to the customer/community, under the Welsh Public Library Standards framework – potential for WG intervention and loss of library authority status	High	secure commitment from internal and external partners to develop collaborative working	Medium
<b>Overall 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		

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>This is a transformational strategy which truly reflects the views of the public, as gathered through very robust public consultation Feb-April 2019. As such, it has a high level of support from existing partners and communities. It reflects the aspirations of Vision 2025 and the Health and Care strategy. However, it also carries a real risk of failure, as it has high interdependency on partners from all sectors to genuinely collaborate, and relies on being able to effect real change.</p> <p>(Library service transformation – Development of community hubs model; service redesign and restructure to develop good quality information, literacy and digital support across county; investigation and implementation of charitable trust / social enterprise model for delivery of library/cultural services.)</p>	

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

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

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Monitoring will take place on a locality by locality basis.
<b>Please state when this Impact Assessment will be reviewed.</b>

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kay Thomas		08/08/2019
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

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14. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**

**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Powys Museum Service	<b>Head of Service</b>	Nina Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	CLr Rachel Powell
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<b>Proposal</b>	Seasonal opening for Radnorshire Museum
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**Outline Summary / Description of Proposal**

**Powys Museum Service**  
 The Council currently has 4 museums in Powys:

- Brecknock Museum and Art Gallery (Shire museum) – currently under development as Y Gaer – a co-location project with Brecon Library, completed in 2019.
- Llanidloes Museum (local/town museum) – co-location project with Llanidloes Library completed in 2016
- Powysland Museum and Cottages, Welshpool (Shire museum)
- Radnorshire Museum, Llandrindod (Shire museum)

The Judge's Lodging (visitor attraction) in Presteigne was owned by the Council but operated by the Judge's Lodging Trust. A freehold CAT was agreed by Cabinet in November 2016 and has been concluded.

The Museum Service also manages the Old Market Hall building in Llanidloes. This is leased by PCC from Llanidloes Town Council, but the facility run by the Old Market Hall Committee.

**Proposals**  
 Move the seasonal opening hours for Radnorshire Museum.

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

Version	Author	Job Title	Date
V01	Catherine Richards	Principal Lead Museums, Archives & Information Management Services (Economy & Environment)	January 2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£15,602	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation

Public consultation required	
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4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Corporate Property  
HR  
Legal Services

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
<p>Page 389</p> <p><b>The Economy</b> <b>We will develop a vibrant economy</b></p>	<p>Maintaining the Shire museums across the county will have a positive impact on this priority.</p> <p>Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. To further help with financial sustainability Powys Museums must consider how they can further increase the income they already generate.</p> <p>Museums and libraries draw people into town centres, and attract tourists, both of which benefit the local shops and businesses. Maintaining both services in Welshpool ensures the continuation of such benefits.</p> <p>Co-location should improve these outcomes through broadening the offer in one location.</p>	Good	Potential to further develop visitor attractions and associated spend	Unknown
<p><b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b></p>	<p>Visits to Museums for recreational purposes improve the health and wellbeing of residents, boosting mental health, along with social interaction.</p> <p>Volunteering contributes to community wellbeing and improves the Museum Service in addition to enabling personal development and involvement with heritage.</p> <p>Access to arts and cultural services overall enhances wellbeing.</p>	Neutral	Continue to investigate any ways to improve health and wellbeing outcomes for residents through partnerships and joint working with others.	Unknown

Council Priority	How does the proposal 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
<b>Learning and skills</b> We will strengthen learning and skills Page 384	<p>Museums have proved to be ‘safe’ places in which people can learn and develop. This learning experience can come about either as a visitor or a volunteer giving people the opportunity to learn more about their local history and heritage.</p> <p>For volunteers the payback can be significant in terms of skills and employability. Volunteering helps people with their sense of being part of a workplace; helps them learn or improve their IT or other work-related skills; and improves their confidence to look for work.</p> <p>Museums have always been a vital resource of educational attainment, providing source material for a range of qualifications from GCSEs to PhDs. Museum collections have been widely used to bring a wide range of school subjects to life such as history, geography and provide the stimulus for projects as such as art and drama productions.</p>	Neutral	<p>Volunteer opportunities can offer the chance to develop new skills.</p> <p>Opportunities to develop local partnership working to promote learning opportunities</p>	Unknown
<b>Residents and Communities</b> We will support our residents and communities	<p>Powys Museums hold, care for and continue to develop collections for the county, which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.</p> <p>Volunteer opportunities should support a feeling of belonging to the local community.</p>	Unknown	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p>	Unknown
<b>Source of Outline Evidence to support judgements</b>				
Powys Museum’s visitor surveys Powys Museum’s Accreditation documentation submitted to Welsh Government Expert Review of Local Museum Provision in Wales 2015 A museum Strategy for Wales 2010-2015 Spotlite on Museums 2016				

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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>Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions.</p> <p>Museums provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both develop skills for employability.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve opportunities for residents</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>N/A</p>	<p>Neutral</p>		<p>Choose an item.</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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Visits to cultural/heritage services such as libraries and museums improves the overall health and wellbeing of residents, and reading boosts mental health, along with social interaction.</p> <p>Volunteer opportunities also boost health related outcomes.</p>	<p>Neutral</p>		<p>Neutral</p>

Well-being Goal	How does proposal contribute to 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
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Powys Museums contribute much to their local communities. Maintaining the Shire museums across the county will have a positive impact on this priority.  Volunteer opportunities also help to build community cohesion and a sense of belonging and contributing.	Neutral	Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.	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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Powys Museums promote the cultural life of our county, they encourage active participation in culture, protect our heritage, help expand our international profile and contribute to our tourism industry.	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.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	Providing access to Museums for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.	Neutral		Neutral
<b>Opportunities to promote the Welsh language</b>	As above	Neutral		Neutral

Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>	There are no Welsh language speaking staff within the Museum Service at this current time.	Neutral	Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers.  Seek to recruit Welsh speaking members of staff and volunteers wherever possible	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Powys Museums enable people to explore collections for inspiration, learning and enjoyment	Neutral	Continue to investigate any ways to improve this participation for residents through partnerships and joint working with others	Unknown
<b>Age</b> <b>387</b> <b>Disability</b> <b>Gender reassignment</b> <b>Marriage or civil partnership</b> <b>Race</b> <b>Religion or belief</b> <b>Sex</b> <b>Sexual Orientation</b> <b>Pregnancy and Maternity</b>				
<b>Age</b> 387	Powys Museums welcome increased use of the service by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently use our collections, or do not participate in our activities is crucial if Powys Museums are to be fully inclusive.	Neutral	Continue to investigate all possible partnerships and ways to improve outcomes for residents.	Unknown
<i>Disability</i>	As above	Neutral	As above	Unknown
<i>Gender reassignment</i>	As above	Neutral	As above	Unknown
<i>Marriage or civil partnership</i>	As above	Neutral	As above	Unknown
<i>Race</i>	As above	Neutral	As above	Unknown
<i>Religion or belief</i>	As above	Neutral	As above	Unknown
<i>Sex</i>	As above	Neutral	As above	Unknown
<i>Sexual Orientation</i>	As above	Neutral	As above	Unknown
<i>Pregnancy and Maternity</i>	As above	Neutral	As above	Unknown
<b>Source of Outline Evidence to support judgements</b>				

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Powys Museum’s visitor surveys Powys Museum’s Accreditation documentation submitted to Welsh Government Expert Review of Local Museum Provision in Wales 2015 A museum Strategy for Wales 2010-2015 Spotlight on Museums 2016				

7. How does your proposal impact on the council’s other key guiding principles?

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposals generally have a negligible impact on both the Council’s strategic vision and Welsh Government’s well-being goals. It is therefore anticipated that there will be a negligible impact on the Council’s other key guiding principles also.	Neutral		Neutral
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	As above	Neutral		Neutral
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	As above	Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	As above	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>	As above	Neutral		Neutral

Principle	How does the proposal 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	As above	Neutral		Neutral
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	As above	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.	As above	Neutral		Neutral
<b>Impact on Powys County Council Workforce</b>	Change to working hours and patterns for staff	Poor	PCC policies to be followed and appropriate support offered.	Unknown
<b>Source of Outline Evidence to support judgements</b>				
Trent staff data				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Medium
<b>Mitigation</b>		

Appropriate consultation and engagement with staff and communities.

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Negative reaction from local community	Medium	Positive communication strategy needed. Staff will need to be proactively consulted and engaged	Medium
<b>Overall judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Move to seasonal opening hours for Radnorshire Museum	

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

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

12. On-going monitoring arrangements?

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

Please state when this Impact Assessment will be reviewed.
2021

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Catherine Richards		January 2020
Head of Service:	Nina Davies		January 2020
Director:	Nigel Brinn		January 2020
Portfolio Holder:	Clr Rachel Powell		January 2020

14. Governance

Decision to be made by

Choose an item.

Date required

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.** **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Housing & Community development / Libraries and Museums	<b>Head of Service</b>	Nina Davies	<b>Strategic Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	CLlr Rachel Powell CLlr Phyl Davies
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**Proposal** Reduction in revenue support for y Gaer

**Outline Summary / Description of Proposal**

Reduction of y Gaer operating budget. Longer term MTFS aspiration is either shared use or charitable trust status. Invite partners to share space within the building in order to contribute to future revenue costs (as estimated). Expressions of Interest (EOI's) have been invited.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£50,000		£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Immediately	Yes

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

Version	Author	Job Title	Date
V1	Lucy Bevan	Arts & Culture Commissioning Officer	12/02/19
V3	Lucy Bevan	Arts & Culture Commissioning Officer	05/11/19 Reviewed KT 7/11/19
V4	Lucy Bevan	Arts & Culture Commissioning Officer	08/01/20
V2	Kay Thomas Catherine Richards	Principal Librarian Principal Lead Museums, Archives and Information Management	tbc

4. Impact on Other Service Areas

<b>Does the proposal have potential to impact on another service area? (Including implication for Health &amp; Safety and Corporate Parenting)</b> <b>PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY</b>			
Corporate Property			
<b>Service Area informed:</b>	Corporate Property	<b>Contact Officer liaised with:</b>	Neil Clutton
<b>Mitigation</b>			

*DRAFT*

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

*The integrated approach to support effective decision making*



5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	<p>Libraries and museums draw people into town centres and attract tourists too, both of which benefit the local shops and businesses. In addition, libraries support job seekers and self-employed/small businesses through the IT and information provision, which offers supported access to jobseekers online and government gateways. Maintaining both services in Brecon ensures the continuation of such benefits.</p> <p>y Gaer, aims to improve these outcomes by adding to the cultural offer of the town and region. However if opening hours are restricted, the success of y Gaer as a viable facility and its impact in drawing visitors to the town and area will be limited.</p>	Unknown	<p>Potential to further explore commercially beneficial building uses.</p> <p>Potential to further develop cultural visitor attractions in Brecon and to maximise associated spend e.g. shop, hires, building usage</p> <p>Consider use of outside Captain's Walk Garden's space for range of cultural activities in summer period</p>	Unknown

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>Health and Care</b>  <b>We will lead the way in effective, integrated rural health and care</b></p>	<p>Health promotion and access to health information is one of the universal offers provided by libraries across the UK.</p> <p>Visits to the branch library and museum improve the health and wellbeing of residents and reading boosts mental health, along with social interaction. Book prescription schemes and access to health information is already provided, and volunteer opportunities enhance the offer.</p> <p>Volunteering contributes to community wellbeing and helps improve service delivery of the museum service, in addition to enabling personal development and involvement with heritage. A heavier reliance on volunteer support for y Gaer could increase volunteering opportunities.</p> <p>Access to arts and cultural services overall enhances wellbeing.</p> <p>Maintaining both services in Brecon ensures the continuation of such benefits.</p>	<p>Unknown</p>	<p>A heavier reliance on volunteers would need to be supported, placing more strain on staff.</p> <p>Continue to investigate any ways to improve health and wellbeing outcomes for residents through partnerships and joint working with others.</p> <p>Opportunities to develop local partnership working to promote health and care outcomes e.g. volunteers taking books to housebound people, reading aloud in the home or in the library etc.</p>	<p>Unknown</p>

<p><b>Learning and skills</b>  <b>We will strengthen learning and skills</b></p>	<p>Libraries support learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses.</p> <p>Across Powys, 68% of respondents in the adult library user survey 2018 said that the library has helped them to learn something new, and 33% said it helps them with education.</p> <p>The Brecknock Museum is delivering an HLF funded Activity Plan – educational outreach work with schools and communities</p> <p>For volunteers the payback can be significant in terms of skills and employability. Volunteering helps people with their sense of being part of a workplace; helps them learn or improve their IT or other work-related skills; and improves their confidence to look for work.</p> <p>Museums have always been a vital resource of educational attainment, providing source material for a range of qualifications from GCSEs to PhDs. Museum collections have been widely used to bring a wide range of school subjects to life such as history, geography and provide the stimulus for projects as such as art and drama productions.</p> <p>This proposal may affect this outcome by restricting access due to limited opening hours / availability of staff support.</p>	<p>Unknown</p>	<p>Volunteer opportunities continue to be developed and supported throughout y Gaer.</p> <p>Opportunities to develop local partnership working to promote learning opportunities.</p>	<p>Unknown</p>
<p><b>Residents and Communities</b>  <b>We will support our residents and communities</b></p>	<p>Museum and library services support residents to live fulfilled lives and to feel part of their community. Brecknock Museum holds, cares for and continues to develop collections for the county which represents our rich and diverse culture.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p>	<p>Unknown</p>

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>Across Powys, 80% of respondents in the adult library user survey 2018 said that their local library makes them feel part of their community, 97% find their library an enjoyable, safe and friendly environment, 83% said it makes them feel better, and 88% said that their library makes a difference to their lives.</p> <p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Volunteer opportunities should support a feeling of belonging to the local community.</p>		<p>Staff will need to be proactively consulted and engaged in deciding how to most effectively operate the building with limited resources.</p>	

**Source of Outline Evidence to support judgements**

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

*The integrated approach to support effective decision making*



6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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>Libraries and museums already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both, develop skills for employability. Potentially limited access will reduce effectiveness in meeting this goal.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve opportunities for residents. Continue to improve online access to resources, including development of y Gaer website.</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>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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>Health promotion and access to health information is one of the universal offers provided by libraries across the UK.</p> <p>Visits to cultural/heritage services such as libraries and museums improves the overall health and wellbeing of residents, and reading boosts mental health, along with social interaction. Book prescription schemes and access to health information is already provided, and will continue to be provided in the future.</p> <p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Volunteer opportunities also boost health related outcomes.</p> <p>Limited access to the services y Gaer offers could reduce these beneficial outcomes for residents.</p>	<p>Unknown</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p>	<p>Unknown</p>

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>A Wales of cohesive communities:</b>                      Attractive, viable, safe and well-connected Communities.</p>	<p>In Brecon, 71% of library users said that the library makes them feel part of the community, 97% find the library an enjoyable, safe and friendly environment, 77% said that the library makes them feel better, and 95% said that the library makes a difference to their lives. 74% had found helpful information about their community.</p> <p>57% of the respondents to the adult library user survey Nov 2018 reported that the library had helped them with information about health matters, and 83% said that going to the library makes them feel better.</p> <p>Brecknock Museum promotes the cultural life of our county, it encourages active participation in culture, protects our heritage, helps expand our international profile and contributes to our tourism industry.</p> <p>Volunteer opportunities also help to build community cohesion and a sense of belonging and contributing.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p> <p>Staff will need to be proactively consulted and engaged in the project.</p> <p>Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential.</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>Library and museum services support the UN Rights of the Child. Access to wide range of information and democratic process.                      Access to cultural wellbeing.                      No significant change to outcomes.</p>	<p>Neutral</p>		<p>Unknown</p>

Well-being Goal	How does proposal contribute to 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
<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, and treating the Welsh language no less favourable than the English language</i>	Access to Welsh language resources may be limited by reduced opening hours.	Neutral	Online resources made available where possible.	Unknown
<i>Opportunities to promote the Welsh language</i>	Currently provided through range of stock and resources, including bilingual displays and exhibitions and Welsh speaking staff – it is important to sustain this and develop staff/volunteer skills, as well as to maintain links with partners who help libraries with this e.g. Welsh for Adults, Mudiad, Adult Learners Wales, Mentrau Iaith. Access may be negatively affected by reductions in opening hours.	Neutral	Staff restructure must ensure Welsh speaking staff provision. Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers as well as hosting Welsh language themed events.	Unknown
<i>Welsh Language impact on staff</i>	Data collection required. Staff may be affected by changes to opening hours.	Unknown	Consider needs as part of the Management of Change process. Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers. Seek to recruit Welsh speaking members of staff and volunteers wherever possible	Unknown

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Improvement to this outcome through co-location of 2 cultural services offering arts and recreational opportunities.</p> <p>HLF funded education activity programme to 2021 enhances access to arts &amp; cultural participatory activities &amp; events.</p> <p>The Sir John Lloyd Gallery and the Temporary Exhibition space at y Gaer present a programme of exhibitions, events &amp; activities. Access to these may be limited due to minimum opening hours.</p> <p>Branch libraries and museums currently offer a wide range of opportunities for cultural, educational and recreational activities, and it is important that these opportunities are maintained through a regular programme at the new facility. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced budgets, and has been supported by partner organisations and volunteers.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this participation for residents through partnerships and joint working with others.</p> <p>Consider use of outdoor space to broaden activities available.</p> <p>Investigate further partnership working with local schools and leisure facilities, to broaden offer and to provide a larger venue if needed</p>	<p>Unknown</p>
<p><b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				

<p><i>Age</i></p>	<p>The age breakdown of 68,596 registered library members shows the following:          0-4 years 1524          5 – 10 years 5510          11-13 years 4209          14-17 years 4466          18-59 years 31218          60+ years 21029          Not all registered members have given this information. This equates to 23% under 18, 46% aged 18-59 years, and 31% over 60 years old.</p> <p>Brecon library has 9878 registered readers, with the following age profile:</p> <table border="1"> <thead> <tr> <th>Age Category</th> <th>Number of Users</th> </tr> </thead> <tbody> <tr> <td>0-4</td> <td>232</td> </tr> <tr> <td>5-10</td> <td>809</td> </tr> <tr> <td>11-13</td> <td>543</td> </tr> <tr> <td>14-17</td> <td>584</td> </tr> <tr> <td>18-59</td> <td>4835</td> </tr> <tr> <td>60-PLUS</td> <td>2829</td> </tr> <tr> <td>NOT SUPPLIED</td> <td>46</td> </tr> <tr> <td>Total Users</td> <td>9878</td> </tr> </tbody> </table> <p>22% under 18, 49% aged 18-59 years, 29% aged 60+.          Brecon library therefore has more working age members than is the average across Powys. Longer opening hours on the weekend has the potential to suit this group better.</p> <p>Data development / analysis required.</p>	Age Category	Number of Users	0-4	232	5-10	809	11-13	543	14-17	584	18-59	4835	60-PLUS	2829	NOT SUPPLIED	46	Total Users	9878	<p>Neutral</p>	<p>Continue to investigate all possible partnerships and ways to improve outcomes for residents of all ages.          Investigate bus routes and parking facilities</p>	<p>Unknown</p>
Age Category	Number of Users																					
0-4	232																					
5-10	809																					
11-13	543																					
14-17	584																					
18-59	4835																					
60-PLUS	2829																					
NOT SUPPLIED	46																					
Total Users	9878																					
<p><b>Disability</b></p>	<p>Data development required.</p> <p>Across Powys, 31% of respondents to the adult library user survey stated that they live with a long term</p>	<p>Unknown</p>	<p>Continue to work with Brecon Access Group</p>	<p>Unknown</p>																		

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>condition; for Brecon library, this was 36%, showing that Brecon library has a higher than average number of customers with disabilities. Mental health conditions were cited most frequently (31%), dexterity (23%), hearing, mobility and memory issues (15% each). Brecon library has a higher % of respondents living with mental health conditions than the average across Powys library service (20%). y Gaer will offer a range of resources, activities and social interaction opportunities which boost mental health. Restricted opening hours could reduce access to these benefits.</p> <p>The Brecon Access group has been represented on the Stakeholders group for y Gaer, to highlight issues.</p> <p>Disabled toilets and the changing places facility in particular will offer disabled visitors enhanced provision over those currently available. This could be negated by reduced opening hours/service provision.</p>			
<i>Gender reassignment</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question	Neutral	Continue to investigate all possible partnerships to improve opportunities for residents.	Unknown
<i>Marriage or civil partnership</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.	Neutral	Continue to investigate all possible partnerships to improve opportunities for residents.	Unknown
<i>Race</i>	Data development required.	Neutral		Choose an item.

Well-being Goal	How does proposal contribute to 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
<i>Religion or belief</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.	Neutral		Choose an item.
<i>Sex</i>	Data development required.  Across Powys libraries, 37% of members are male and 57% female, with 6% not giving data. y Gaer library members show slightly higher male usage, with 39% males, 57% female and 4% not responding. Reduced opening hours/service provision would affect both genders.	Neutral		Unknown
<i>Sexual Orientation</i>	There is no specific impact on this characteristic. Data is gathered using PCC Equality Monitoring form, however many respondents refuse to answer this question.	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	Data development required.	Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

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Principle	How does the proposal 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
<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 proposal puts at risk the delivery of continuing a viable service due to insufficient funds being available to meet running costs.	Poor	Explore other options and partners in order to secure a sustainable future model.	Neutral
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The proposal will seek to establish a solution through collaboration with potential partner/s.	Unknown	All forms of potential collaboration will be explored with a view to sharing the burden of running costs & making possible the extension of opening hours.	Unknown
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	The y Gaer project has been widely consulted on via public consultation throughout its development from inception. However expectations around opening hours, access to community facilities etc. may not be met and will need to be managed.	Unknown	Further collaboration with community and stakeholders needed to address and attempt to overcome concerns about lack of availability of community space, reductions in facilities and access to them.	Unknown
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Ongoing concerns raised by Stakeholder Group and funding partners will be considered and addressed where possible.	Neutral	It will be necessary to continue to engage with staff, partners, funders, stakeholders and the public going forward, to overcome these concerns. It will also be necessary to ensure that adequate public information about the scheme is provided through press coverage and social media.	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.	The new facility will continue to provide beneficial outcomes which meet wellbeing objectives.	Neutral		Unknown
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Libraries and museums contribute significantly through being free at the point of delivery, and the new facility will continue to do so, though access re: opening hours may be necessarily limited.	Neutral		Choose an item.

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	n/a	Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The new facility will continue to provide a safe and welcoming environment, and follow service and corporate policies around safeguarding. Potential volunteers will be DBS checked as standard practice.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	There may be redundancies through this proposal, as the current staffing structure may be unaffordable. The PCC Management of Change and other relevant policies and procedures will be followed. The staff are predominantly female.  Data development required.	Poor	Use redeployment and other training opportunities for staff at risk of redundancy, working with HR and Unions as appropriate.	Unknown
<b>Source of Outline Evidence to support judgements</b>				

### 8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
<b>Mitigation</b>		
Every effort will be made to minimise impacts on service users through maximising use & availability of space where possible, provision of disabled parking, etc. The same services will aim to continue to be provided although reductions in opening hours may challenge this. A reliance on alternative means of non-wholly building based service delivery e.g. outreach, use of outdoor space, supported use of online services will continue.		

Draft

# Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Inability of service delivering y Gaer to meet costs of revenue expenditure with insufficient budget available.	Medium	Rigorous & realistic financial planning combined with operational model planning essential.	Medium
Reduction in library space reducing space available for range of community uses / not meeting public expectations.	High	Communications; stakeholder engagement; cooperative & shared uses of flexible space being explored.	Medium
Process of seeking partners to share space	Medium	Appropriate engagement and scrutiny of any new proposal	Medium
<b>Overall judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Financial Services												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The reduction of revenue funding available to support the future running costs of y Gaer will require a full review of what services can be offered and how, alongside a robust exploration of a range of income generation and cost deflation opportunities.	

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

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

14. On-going monitoring arrangements?

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

Financial reporting

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

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan	<i>Lucy Bevan</i>	08 Jan 2020
Head of Service:	Nina Davies		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Rachel Powell		

16. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**

**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Economic Development & Regeneration	<b>Senior Manager</b>	Jenni Thomas / Gareth Jones	<b>Head of Service</b>	Nina Davies	<b>Portfolio Holder</b>	Clr James Evans
<b>Proposal</b>	Integrated Business Plan						
<b>Outline Summary / Description of Proposal</b>							
Achievement of a growth deal for the Mid Wales Region, in partnership with Ceredigion CC, Central and Welsh Government and Private Sector Business.							
In partnership with Ceredigion County Council we are submitting an OLT proposal for ESF Priority 5 funding to the Welsh Government. This funding would enable both Councils to cover resource costs for the programme office. If the bid were to be unsuccessful, a restructure of the Service would be required in order to meet the reduced costs required.							
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1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V01	Lisa Griffiths	Senior Manager Economic Development & Regeneration	07 August 2019
V02	Nina Davies	Head of Housing & Community Development	13 <sup>th</sup> January 2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£325,723	£25,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Dependant on outcome of grant funding.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Colleagues in Corporate Property and Housing. The team supports services from across PCC in terms of advice and support.

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> <i>ESF</i> <b>We will develop a vibrant economy</b>	If the ESF5 grant funding bid is application is successful this would support the region's ambitions in developing a vibrant economy. If not, there would be significant redundancies from the team, which would have a significant negative impact on this priority.	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Health and Care</b> <i>Health</i> <b>We will lead the way in effective, integrated rural health and care</b>	The work carried out by the ED&R team supports the Authorities Health and Care programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Learning and skills</b> <i>Learning</i> <b>We will strengthen learning and skills</b>	The work carried out by the ED&R team supports the Authorities Learning and Skills programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Residents and Communities</b> <i>Communities</i> <b>We will support our residents and communities</b>	The work carried out by the ED&R team supports the Authorities Residents and Communities programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Unknown	A successful application for ESF 5 funding would mitigate potential negative impacts	Good

**Source of Outline Evidence to support judgements**

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">               Master Copy Strategic Economic Framework for Action         </div> <div style="text-align: center;">               Growing Mid Wales         </div> <div style="text-align: center;">               Programme Brief Economyv0.3.docx         </div> </div>				

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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>Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs.</p> <p>Promoting Powys as a tourism destination will support existing businesses, generate new business opportunities and create jobs.</p> <p>Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities.</p> <p>Transport is a Key Driver for the economy, especially in Mid-Wales which is a rural county with many SMEs across the county. Transport relies on good infrastructure and a high standard of frequent transport services. Currently the Regional Transport Plan, Marches &amp; Mid Wales Freight strategy and National Transport Plan set out the aspirations for a range of interventions and schemes for all modes of Transport.</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>Our economic activities will respect our environment and help manage and conserve our landscapes. Our new 'Home Grown Homes' project will use locally grown timber building products reducing the environmental impact of our house building. Increased forestry will also help alleviate flooding by absorbing water and CO2 reducing the causes of climate change.</p>	<p>Good</p>		<p>Good</p>

Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b>                      Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.</p>	<p>Good</p>		<p>Good</p>
<p><b>A Wales of cohesive communities:</b>                      Attractive, viable, safe and well-connected Communities.</p>	<p>Supporting local events and festivals will help to strengthen communities and bring cultures together.</p>	<p>Good</p>		<p>Good</p>
<p><b>Actively 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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b>                      The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>Better access to improved digital connectivity will provide global market opportunities for Powys businesses.</p>	<p>Good</p>		<p>Good</p>

Well-being Goal	How does proposal contribute to 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
<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, and treating the Welsh language no less favourable than the English language</i>	A vibrant economy has the potential to enable greater opportunities for all, all PCC policies to be adhered to in terms of the Welsh language.	Good		Neutral
<i>Opportunities to promote the Welsh language</i>	All opportunities to be taken to promote the Welsh language.	Neutral		Neutral
<i>Welsh Language impact on staff</i>	None known	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	A vibrant economy has the potential to enable greater opportunities for all and that would include sport, art and recreation.	Good		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).				
Page 416 Age	The Mid Wales Growth Deal has the potential to drive forward a more vibrant and diverse local economy, which would benefit all. As no programmes or projects are as yet identified, it is not possible at this stage to predict what impact they may or may not have on any protected characteristics. However, if the ESF funding was not forthcoming, a reduction in the core team would have a negative impact on service delivery.	Unknown		Neutral
<i>Disability</i>	As above	Unknown		Neutral
<i>Gender reassignment</i>	As above	Unknown		Neutral
<i>Marriage or civil partnership</i>	As above	Unknown		Neutral
<i>Race</i>	As above	Unknown		Neutral
<i>Religion or belief</i>	As above	Unknown		Neutral
<i>Sex</i>	As above	Unknown		Neutral
<i>Sexual Orientation</i>	As above	Unknown		Neutral
<i>Pregnancy and Maternity</i>	As above	Unknown		Neutral
<b>Source of Outline Evidence to support judgements</b>				
Economy Programme Brief. Growing Mid Wales Framework for Action				

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The potential Growth Deal is all about planning for the long term future of the region. The impact will be negative without the necessary budget and resource in the ED&R team.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	The ED&R team collaborate with partners internal and external to PCC. Any reduction in the team would have a negative impact.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	The team communicate and engage with stakeholders across the county, especially local businesses. If the team was to be reduced this involvement would reduce.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	The team communicate and engage with stakeholders across the county. If the team was to be reduced, this involvement would reduce and therefore knowledge and understanding in terms of prevention would be limited.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme and integrated approach to working with other public and private bodies in order to achieve goals and objectives. A reduction in the team would have a negative impact on this principle.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good

Principle	How does the proposal 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	The team currently run and support projects to help people back into work. The priority of the team is to drive economic development and regeneration in Powys, which in turn reduces and mitigates the impact of poverty. A reduced team would have a negative impact.	Poor	A successful application for ESF 5 funding would mitigate potential negative impacts	Good
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Unknown	Unknown		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.	Unknown.	Unknown		Neutral
<b>Impact on Powys County Council Workforce</b>	If the ESF funding bid is unsuccessful there would be a restructure of the team, which may result in job changes/losses.	Poor	PCC policies to be followed and support offered. Redeployment could be an option.	Poor

**Source of Outline Evidence to support judgements**

Economy Programme Brief.  
Growing Mid Wales Framework for Action  
AECOM Report

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
A successful application for ESF 5 funding would mitigate potential negative impacts		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	High	Medium

Mitigation

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
A reduction in the ED&R team would prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding.	High	A successful application for ESF 5 funding would mitigate potential negative impacts	Low
Being unable to build a vibrant economy either through the Growing Mid Wales partnership or through our own economic development and regeneration activities for the county of Powys, will have a negative impact on council services, staff and residents in many ways as outlined throughout this assessment.	High	A successful application for ESF 5 funding would mitigate potential negative impacts	Low

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Online Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. A reduction in the team would have a negative ability on the aims and objectives of Vision 2025, particularly for the Economy. A successful ESF bid would mitigate the impact of such potential losses	

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

What additional evidence and data has informed the development of your proposal?
Economy Programme Brief. Growing Mid Wales Framework for Action AECOM Report

12. On-going monitoring arrangements?

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

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			August 2019
Head of Service:	Nina Davies		August 2019
Director:	Nigel Brinn		August 2019
Portfolio Holder:	Cllr James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Countryside Services and Outdoor Recreation	<b>Head of Service</b>	Nina Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Aled Davies
<b>Proposal</b>	Countryside access savings, 2020-2023						
<b>Outline Summary / Description of Proposal</b>							
<p>Countryside access has a required savings target of 30% over the period from 2020-2023. The service delivers the following activities, which are statutory with some associated discretionary powers:</p> <ul style="list-style-type: none"> <li>- Maintenance and enforcement on public rights of way;</li> <li>- Maintenance, enforcement, national co-ordination and promotion of two National Trails (Offa's Dyke and Glyndwr's Way National Trails)</li> <li>- Access provision and enforcement on open access land;</li> <li>- Maintaining and updating the legal records of public rights of way (Definitive Map), common land and town or village greens (Commons Register) and processing of legal applications associated with these records;</li> <li>- Provision of advice to the public, including property searches;</li> <li>- Biodiversity duties.</li> </ul> <p>The proposal is that a saving of £150,000 will be made from the core Countryside access budgets in 2020-21. For the most part, that will be achieved through a staff restructure and reduction in associated costs e.g. travel. There will also be a reduction in the amount provided to the Brecon Beacons National Park Authority for the service level agreement.</p>							

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

Version	Author	Job Title	Date
V01	Sian Barnes	Acting Professional Lead, Countryside Access and Recreation	10 <sup>th</sup> August 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£N/A	£N/A	£150,000	£0	£0	£

3. Consultation requirements

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Consultation Requirement	Consultation deadline/or justification for no consultation
Public and Staff consultation required	To be confirmed – spring 2020

#### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**

**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

**Corporate Health and Safety and Insurance teams** – Increased risk of the team being unable to meet health and safety responsibilities in a timely way e.g. collapsing footbridges, leading to increased risk of injury and associated claims;

**Legal Services** – Increased public dissatisfaction due to reduced capacity to resolve issues on public rights of way, leading to a greater number of informal and formal legal challenges and complaints. At the current time, less than 40% of the public rights of way network is assessed as being ‘open and easy to use’ and this is expected to fall with reduced resources.

**Social Services and Powys Teaching Health Board** - The service will be less able to assist in meeting the priorities of other Council services and Powys Teaching Health Board services. Access to public rights of way and open space, and involvement in volunteer activities to maintain them make an important contribution to preventive healthcare, by improving mental and physical wellbeing and physical activity levels. If a greater proportion of public paths are not open and easy to use, the potential to contribute to this will be significantly reduced.

**Regeneration / Tourism** - The tourism potential associated with public rights of way in Powys will be reduced, if less budget is available to ensure that paths are open and easy to use.

**Finance** - The team’s capacity to generate income on a cost-recovery basis e.g. through processing public path Orders will be reduced, with less staff capacity.

**Data protection** – Increased risk of errors and information breaches occurring, due to individual staff being required to address higher volumes of casework and being under pressure to complete tasks too quickly.

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#### 5. How does your proposal impact on the council’s strategic vision?

Council Priority	How does the proposal 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
<b>The Economy</b> <b>We will develop a vibrant economy</b>	The tourism potential associated with public rights of way in Powys will be reduced, if significantly less budget is available to ensure that paths are open and easy to use. Tourism associated with outdoor recreational activities forms a significant contribution to the economy of Powys. With reduced budgets, the service will also be able to employ local contractors less often to carry out work on public rights of way.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	The team's ability to work with other Council Services e.g. Social Services and Powys Teaching Health Board will be reduced. With reduced budgets, less public paths will be 'open and easy to use' which will impact on access to greenspace and outdoor recreation, which can make a significant contribution to physical and mental wellbeing and preventive healthcare.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	Outdoor recreation and access to open space contributes to lifelong learning through play for children and adults. Volunteering can assist in skills development to support those seeking work. There will be reduced budget and staff capacity to support these activities and maintain paths in an open and easy to use condition, which will have an adverse effect these opportunities.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	Reliance on volunteer support and engagement will increase, as budget to support use of contractors decreases. This will increase community involvement, but core funding is likely to be insufficient to allow for community aspirations to be met.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding.	Neutral

Source of Outline Evidence to support judgements
<ul style="list-style-type: none"> <li>- 5% condition survey carried out as part of review of Rights of Way Improvement Plan</li> <li>- Feedback from public and stakeholders during review of Rights of Way Improvement Plan</li> <li>- Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work)</li> <li>- Powys Wellbeing Information Bank</li> <li>- 'Wellbeing of Wales' report 2017-18</li> <li>- Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018)</li> <li>- Towards 2040 – The Powys Wellbeing Plan</li> <li>- Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way</li> <li>- Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks</li> </ul>

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to 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
<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 proposal will have a negative impact on this goal. Tourism forms a major contribution to the economy of Powys and the natural environment is one of the county's biggest assets. Reduced budgets to maintain public paths in a condition that is open and easy to use will impact adversely on achieving the potential of the rights of way network and access land for tourism. With reduced budgets, the service will also be able to employ local contractors less often to carry out work on public rights of way.</p>	Very Poor	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	Poor
<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 proposal will have a negative impact on this goal. One of the team's statutory duties is in respect of biodiversity; reduced staff capacity will impact adversely on the time available for a specialist staff member to contribute to meeting biodiversity duties.</p>	Poor	<p>A part time staff member will be employed on a fixed term contract for the 2020-21 and 2021-22 financial years, using Welsh Government ENRaW grant funding through the all Wales Biodiversity project. The impact after that is unknown.</p>	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> <p><b>Public Health (Wales) Act, 2017:</b>  Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>There will be an adverse impact on this goal. Outdoor recreation makes a significant contribution to mental and physical wellbeing and physical activity levels. Reduced core funding will adversely impact on the number of public paths that are open and easy to use, which will adversely impact on the opportunities for outdoor recreation and access to greenspace.</p>	<p>Very Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Poor</p>
<p><b>A Wales of cohesive communities:</b>  Attractive, viable, safe and well-connected Communities.</p>	<p>With reduced budgets, the service will be less able to respond to health and safety hazards on public paths e.g. collapsing bridges or unsafe surfaces. Path condition is likely to deteriorate with reduced budgets, which will have an adverse impact on the attractiveness of paths for communities and the potential for tourism, reducing community viability</p>	<p>Very Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Poor</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><b>Human Rights - is about being proactive (see guidance)</b>  <b>UN Convention on the Rights of the Child:</b>  The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>There will be an adverse impact on this goal. Public rights of way and open space form an important part of low carbon travel and tourism; many paths in or close to settlements already are, or could form valuable parts of the Active Travel network. With reduced core budgets, that potential will be adversely impacted.</p>	<p>Poor</p>	<p>Work with the Council’s Travel officer and other organisations including the Brecon Beacons National Park Authority to seek Active Travel and related travel / transport funding to carry out improvement work on routes with potential for active travel.</p>	<p>Neutral</p>

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<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, and treating the Welsh language no less favourable than the English language</i>	The impact on this goal will be neutral. The team is already required to ensure that an equal level of service is available in Welsh and English. Formal publications, consultations and statutory notices are produced bilingually and correspondence is referred to the Translation Unit as required.	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	There will be an adverse impact on this goal. With reduced core funding, the team will be less able to produce interpretation signage and leaflets that would help to promote aspects of Welsh Language and culture in relation to promoted and community trails.	Poor	Work with Tourism and Regeneration teams to access grant funding for promotional / interpretation materials.	Neutral
<i>Welsh Language impact on staff</i>		Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	There will be an adverse impact on this goal. With reduced core budgets, the condition of public paths will deteriorate. That will reduce the ease with which people can be involved in outdoor recreation and will discourage them from doing so.	Very Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	There will be an adverse impact on this goal, as reduced core funding will impact on the type and quality of path furniture and surfacing on paths. This will make it less easy for older people to remain active.	Very Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<i>Disability</i>	Reduced core funding will impact on the type and quality of path furniture and surfacing on paths. This will make it less easy for those with a disability to use public rights of way.	Very Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<i>Gender reassignment</i>		Unknown		Choose an item.
<i>Marriage or civil partnership</i>		Unknown		Choose an item.

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<i>Race</i>		Unknown		Choose an item.
<i>Religion or belief</i>		Unknown		Choose an item.
<i>Sex</i>		Unknown		Choose an item.
<i>Sexual Orientation</i>		Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	The proposals would have an adverse impact on the service's ability to provide accessible path surfaces and structures e.g. gates that can reasonably be used by those with small children and / or pushchairs. This would make it more difficult for parents and guardians of young children to take their family for a walk.	Very Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor

### Source of Outline Evidence to support judgements

- 5% condition survey carried out as part of review of Rights of Way Improvement Plan
- Feedback from public and stakeholders during review of Rights of Way Improvement Plan
- Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work)
- Powys Wellbeing Information Bank
- 'Wellbeing of Wales' report 2017-18
- Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018)
- Towards 2040 – The Powys Wellbeing Plan
- Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way
- Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks

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## Impact Assessment (IA)

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7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposals would have an adverse impact on this goal. Failure to maintain a viable and safe public rights of way network will impact on the economic viability and attractiveness of Powys as a place to live. This may have an adverse impact on the number of working age people in the county.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The proposals would have an adverse impact on the service's staff capacity to engage in collaboration. However, the need and requirement for collaboration would be greater, so the overall impact is neutral.	Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	The proposals would have an adverse impact on the service's staff capacity to engage with communities. However, the need for engagement and volunteer involvement would be greater, so the overall impact is neutral.	Neutral		Choose an item.
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	The proposals would have an adverse impact on prevention of mental and physical health problems, as public paths would be less easy to use. There would also be an adverse impact on prevention of poverty; deterioration of the public rights of way network would impact on tourism and job opportunities in the county so increasing the risk of poverty.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor
<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>	The proposals would adversely impact on taking an integrated approach. Reduced quality and availability of public rights of way would impact adversely on access to the countryside as an opportunity for wellbeing.	Poor	Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.	Poor

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<p><b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The proposals would have an adverse impact on the tourism potential of the public rights of way for tourism in the county. Tourism is a major part of the local economy; with reduced tourism, there will be less work opportunities available in the county.</p>	<p>Poor</p>	<p>Seek grants and other external funding to carry out improvement projects on public rights of way and access land, but dependent on availability of grants and staff capacity to seek and manage the funding. Work with volunteers and communities to carry out practical maintenance work on public paths.</p>	<p>Poor</p>
<p><b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account</p>		<p>Unknown</p>		<p>Choose an item.</p>
<p><b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>		<p>Unknown</p>		<p>Choose an item.</p>
<p><b>Impact on Powys County Council Workforce</b></p>	<p>There will be an adverse impact on the service workforce, as the proposals will result in a reduced number of staff. Individual workloads will be higher and staff are more likely to encounter dissatisfaction from the public, with impacts on their wellbeing.</p>	<p>Very Poor</p>	<p>Set realistic priorities for work, using the framework set out in the Rights of Way Improvement Plan. Managers in the Service will need to be robust in ensuring that staff are able to adhere to plans and not be required to attend to other, lower priority work.</p>	<p>Poor</p>

**Source of Outline Evidence to support judgements**

- 5% condition survey carried out as part of review of Rights of Way Improvement Plan
- Feedback from public and stakeholders during review of Rights of Way Improvement Plan
- Impact of reduced budgets in 2019-20 on achievement of key performance indicator (length of public rights of way receiving maintenance or improvement work)
- Powys Wellbeing Information Bank
- 'Wellbeing of Wales' report 2017-18
- Public Health Wales report 'Creating healthier places and spaces for our present and future generations' (April 2018)
- Towards 2040 – The Powys Wellbeing Plan
- Public responses to staff about reduced budgets in 2019-20 e.g. reaction to reduced seasonal vegetation clearance programme on public rights of way
- Experience gained from Arwain and Natural Resources Wales funded projects to develop community volunteer groups and improve local path networks

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	High	Medium
Mitigation		
Working with communities and volunteer groups to agree community aspirations and priorities for the public rights of way network, then seeking grants or external funding to work with them to achieve those priorities. Involvement of community volunteer groups to carry out light maintenance of paths once reopened e.g. seasonal vegetation clearance to ensure long term sustainability.		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	High	Medium
Mitigation		
Good communication with stakeholders and staff is essential to achieving the savings. Staff need to be fully informed and able to contribute constructively to the process. Stakeholders need to be able to make constructive suggestions as to how they can be involved e.g. in collaborative grant funded projects to avoid frustration leading to legal challenges.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Deterioration in condition of public rights of way network may result in legal challenges from members of the public, with potential for costs outweighing savings achieved	Very High	Seek grants and external funding to mitigate against impact, although can only be used for non-statutory improvements. Good communication and regular liaison with stakeholders.	High
Lack of availability of community volunteers to support work, leading to paths not being maintained in long term. This may lead to dissatisfaction and legal challenges	High	Setting realistic goals with volunteer groups that allow for fluctuations in volunteering over time. Review and monitor as time progresses to assess whether risk has increased.	Medium
Inability to address high health and safety risks due to reduced staff and budget, leading to serious accidents and injury claims that may outweigh savings achieved.	High	Allocate highest priority for staff time to addressing these risks. Apply for capital funds if appropriate or remove hazard.	Medium
Reduced staff capacity to seek external grant funding, to mitigate against the impacts of reduced core budget.	High	Work with Council's regeneration team and allocate staff time as a priority to seeking funding, although will impact on other work.	Medium
The team's capacity to generate income on a cost-recovery basis will be reduced, with less staff capacity. This will reduce ability to mitigate against core budget reductions.	High	Seek alternative ways of working to reduce staff input to chargeable activities, to release their time for core statutory work.	Medium

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<p>The Brecon Beacons National Park Authority may choose to terminate the service level agreement if reductions are made. All legal responsibility for maintenance of public rights of way in the National Park within Powys would revert to Powys County Council. The team would be unable to meet high level of expectation that has become established in the National Park, being a tourism asset to the county, so the risk of challenge and reputational damage is high and may outweigh the savings delivered.</p>	<p>High</p>	<p>Work with the National Park Authority on collaborative projects to seek alternative funding sources.</p>	<p>Medium</p>
<p><b>Overall judgement (to be included in project risk register)</b></p>			
<p>Very High Risk</p>	<p>High Risk</p>	<p>Medium Risk</p>	<p>Low Risk</p>
		<p>X</p>	

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10. Overall Summary and Judgement of this Impact Assessment?

<p><b>Outline Assessment (to be inserted in cabinet report)</b></p>	<p><b>Cabinet Report Reference:</b></p>
<p>The proposals will have a high adverse impact, both for staff and for the public. The proposals would result in reduced staffing in the team with significantly increased workloads for individual staff, with the risk that high priority work will not be achieved. The proposals will result in deterioration of the public rights of way network, presenting an increased risk of injury claims and legal challenges. The proposals will reduce the potential for physical activity and outdoor tourism in the county, with impacts on the economy and on physical and mental wellbeing. Mitigation is entirely dependent on the availability and goodwill of community volunteers and availability of grants or external funding, so it must be recognised that mitigation may not be successful and that other risks will be realised as a result.</p>	

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

<p><b>What additional evidence and data has informed the development of your proposal?</b></p>
<p>Work loads and cases over recent years</p>

12. On-going monitoring arrangements?

<p><b>What arrangements will be put in place to monitor the impact over time?</b></p>
<p>Quarterly reporting will indicate the length of the public rights of way network that has received maintenance or improvement work. Risks will be highlighted as they arise, through monthly Environment Liaison Group meetings and also via quarterly reporting.</p>
<p><b>Please state when this Impact Assessment will be reviewed.</b></p>
<p>Ongoing</p>

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sian Barnes		
Head of Service:	Nina Davies		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Aled Davies		

14. Governance

Decision to be made by	Choose an item.	Date required	
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	HTR	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Heulwen Hulme
<b>Proposal</b>	Bring Markets in-house						
<b>Outline Summary / Description of Proposal</b>							
Street Markets were transferred to Town Councils and community groups several years ago by agreement. Terms of agreement for operating the markets and income collected from them vary.							
It is considered that this could be taken back in-house as each of the agreements come to the end of its current term. PCC would then receive the full income recovery and takings from each market. This will, however, see the existing operators (mainly Town Councils) losing the income they currently receive.							
*A review of the current agreements and expiry of agreements is required to better inform the financial profile, however it is considered prudent to agree the principle prior to this element of work.							
**An alternative option is to re-negotiate a standard settlement for all operators and markets, and / or include provision of certain services, e.g. Street Cleansing and grounds							

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

Version	Author	Job Title	Date
1	Shaun James	Senior Manager Technical Services	20/09/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
		£22,500	£52,500		£75,000

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation would be required with Town Councils and market traders informed

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

It is not expected that the proposal will affect other services areas of the Council. The proposal will affect Town Councils as they will lose an income stream.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.	N/A	Choose an item.		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	N/A	Choose an item.		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	Choose an item.		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
N/A

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Choose an item.		Choose an item.
<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.	N/A	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>	N/A	Choose an item.		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
None.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Street markets are generally in decline and therefore so would any associated income.	Low		Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact on Town councils will vary, however any loss of income will be difficult to overcome in times of austerity.	

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

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

12. On-going monitoring arrangements?

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

--

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Shaun James		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Heulwen Hulme		

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14. Governance

Decision to be made by	Portfolio Holder	Date required

**FORM ENDS**

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<b>Service Area</b>	HTR	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	(Nigel Brinn)	<b>Portfolio Holder</b>	Cllr Heulwen Hulme
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<b>Proposal</b>	Commissioning Review of Fleet Maintenance Service						
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**Outline Summary / Description of Proposal**

In recognition of projected reducing fleet numbers (subject to other cost reduction proposals) and the managed fleet renewal process, further efficiency can be gained from reduced maintenance and repairs.

This review will need to compare in-house service options (1 or 2 workshops), combined in-house and external provision (1 workshop with external support for certain locations) and fully external provision (single or multiple supplier). In-house provision will require capital investment.

In addition to and preceding the full review, efficiencies can be gained following the introduction of a changed working pattern in 2019/20, along with the benefits of reduced repairs associated with the successful progression of the fleet replacement programme. This will enable a reduction of labour resource required, starting from 2020/21 with an anticipated reduction of 2 fte posts.

Commissioning - Soft market testing will be needed to gauge level of interest from external suppliers. This will help the service evaluate the various options available.

At this point we cannot determine the possible reductions that may be available through this process, but it is considered that procurement/transfer or any capital investment in-house could be achieved for 2022/23.

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

Version	Author	Job Title	Date

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£60k	£	£??	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	May be required through Internal Management of Change process

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

HTR Fleet Maintenance and Management has a corporate role. This proposal may change the mechanism for the maintenance of fleet in the future, but will not impact on the service to other areas.

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	No Impact	Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	No Impact	Neutral		Neutral
<b>Learning and skills</b> We will strengthen learning and skills	No Impact	Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities	No Impact	Neutral		Neutral

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.		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).		Neutral		Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>		Neutral		Neutral
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>		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> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>		Neutral		Neutral
<p><b>Opportunities to promote the Welsh language</b></p>		Neutral		Neutral

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

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		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>		Neutral		Neutral
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.		Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Proposal could provide added opportunity for working with others	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Proposal could provide added opportunity for working with others	Good		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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

*The integrated approach to support effective decision making*



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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	There will be a reduction is employed staff	Poor	TUPE would be applicable in certain circumstances, and job opportunities would be available with other suppliers.	Neutral
<b>Source of Outline Evidence to support judgements</b>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Unable to properly maintain owned fleet	Low		Choose an item.
No cost reduction through other commissioning routes	Medium	Look at all options, incl collaboration with others and other options	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low impact overall. Very low external impact.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual performance review of whatever supply arrangement is adopted.
Please state when this Impact Assessment will be reviewed.

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

*The integrated approach to support effective decision making*



Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	John Forsey		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Heulwen Hulme		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Phyl Davies
<b>Proposal</b>	Increase income for bulky waste collections						
<b>Outline Summary / Description of Proposal</b>							
To increase the charge for bulky waste collections to residents.							

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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	Senior Manager – Waste and Recycling Strategy and Operations	23 <sup>rd</sup> September 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£10,983	£10,983	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Simple increase in charge

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

There may be an increase in use of the Household Waste Recycling Centres

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	N/A	Neutral	N/A	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
<b>Residents and Communities</b> We will support our residents and communities	There will be a an increase in the charge for the service which will impact on residents	Poor	Effective communication and awareness raising	Neutral

Source of Outline Evidence to support judgements
Experience learned from other authorities

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	Neutral	N/A	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).	N/A	Neutral	N/A	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	N/A	Neutral	N/A	Neutral
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	N/A	Neutral	N/A	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> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Neutral	N/A	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, and treating the Welsh language no less favourable than the English language</i></p>	N/A	Neutral	N/A	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	N/A	Neutral	N/A	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	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>	This service may be used more by older people who do not have access to transport	Poor	Effective communication of alternatives	Neutral
<i>Disability</i>	This service may be used more by people with disabilities who do not have access to transport	Poor	Effective communication of alternatives	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

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**Source of Outline Evidence to support judgements**

Anecdotal evidence

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Neutral	N/A	Neutral
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral	N/A	Neutral
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Neutral	N/A	Neutral
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Neutral	N/A	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.	N/A	Neutral	N/A	Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	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.	N/A	Neutral	N/A	Neutral
<b>Impact on Powys County Council Workforce</b>	N/A	Neutral	N/A	Neutral

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**Source of Outline Evidence to support judgements**

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
Effective communication and awareness raising		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal will have minimal impact on residents as an annual increase is to be expected on such a service	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The cost of the service will be closely monitored to see where efficiencies can be realised
Please state when this Impact Assessment will be reviewed.

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

14. Governance

<b>Decision to be made by</b>	Council	<b>Date required</b>	By April 2020
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Highways, Transport and Recycling	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Phyl Davies
<b>Proposal</b>	Review of Waste & Recycling Resources						
<b>Outline Summary / Description of Proposal</b>							
In line with the move to changes in the frequency of collection of domestic waste, the move to 3 operational depots and other improvements in service delivery, this review will realise these benefits through reduced vehicle. materials and management costs.							

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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	Senior Manager – Waste and Recycling Strategy and Operations	23 <sup>rd</sup> September 2019

### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£3,315	£114,186	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Any change in service provision is likely to result in changes to collection days for residents which means that the contact centre may receive a large surge in calls whilst the new service beds in.

5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	N/A	Neutral	N/A	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
<b>Residents and Communities</b> We will support our residents and communities	There will be a change in collection days which will impact on residents	Poor	Effective communication and awareness raising	Neutral

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Source of Outline Evidence to support judgements
Experience learned from other authorities and Soft Market Testing

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	Neutral	N/A	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).	N/A	Neutral	N/A	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Neutral	N/A	Neutral
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Neutral	N/A	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. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Neutral	N/A	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, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral	N/A	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	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>	N/A	Neutral	N/A	Neutral
<i>Disability</i>	N/A	Neutral	N/A	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<i><b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Neutral	N/A	Neutral
<i><b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Neutral	N/A	Good
<i><b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.</i>	N/A	Neutral	N/A	Neutral
<i><b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Neutral	N/A	Neutral
<i><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.</i>	N/A	Neutral	N/A	Neutral
<b>Preventing Poverty:</b>				
Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	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.	N/A	Neutral	N/A	Neutral
<b>Impact on Powys County Council Workforce</b>	The effect is likely to be perceived as negative for the workforce as terms and conditions will be changed	Very Poor	Effective communication with workforce	Poor
<b>Source of Outline Evidence to support judgements</b>				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
Effective communication and awareness raising		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Effective communication with affected staff		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Changes to staff terms and conditions are not accepted	Medium	Effective liaison with staff and trade unions	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

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Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal will primarily impact on the workforce due to the inevitable changes to terms and conditions. The impact on the public will be limited to collection day changes which could occur with any service change.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The cost of the service will be closely monitored to see where efficiencies can be realised
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Heulwen Hulme		

14. Governance

Decision to be made by	Choose an item.	Date required	

Cyngor Sir Powys

# FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	HTR	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Heulwen Hulme
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<b>Proposal</b>	Reduction in Winter Service
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### Outline Summary / Description of Proposal

The Winter Service primary routes have not been reviewed for over 15 years, and many criteria for identifying routes have changed (schools, surgeries, housing, and bus routes) which will probably require changes to the winter hierarchy.

The hierarchy needs a fundamental review in light of the current financial austerity. It is considered that the existing treatment network has certain anomalies and there is potential (subject to Council agreement) to reducing the primary treated network by approx.. 10 to 15%.

For context, the current length of primaries is circa 1000km; therefore a 10% reduction would mean approximately 100km would no longer be regularly gritted as part of the primary network.

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

Version	Author	Job Title	Date
1	Shaun James	Senior Manager Technical Services	20/09/2019

#### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
		£130,000			£130,000

#### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation with Town and Community Councils will be required.

#### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal 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
<b>The Economy</b> We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	Some routes will be removed from the primary treatment network.	Poor	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Poor

**Source of Outline Evidence to support judgements**

Welsh Government research - Assessing the Impact of Car Park Charges on town Centre Footfall, March 2015 reported *the general availability of spaces is felt by visitors to be more important than cost in their overall decision about visiting and that Whilst a 'blanket' free parking strategy has been suggested to encourage more car park users, these were generally found not to benefit target visitors ... and consequently had an unexpectedly negative impact on footfall.* <http://gov.wales/docs/caecd/research/2015/150610-assessing-impact-car-parking-charges-town-centre-footfall-en.pdf>

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	Reduced salt use.	Neutral	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	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).	Reduced salt use.	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.	N/A	Choose an item.		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Some routes will be removed from the primary treatment network.	Poor	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Poor

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.		Choose an item.		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements
None

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Opportunity for residents and communities to take more responsibility locally and sustain solutions	Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	Possibly of minor reduction in staff resource required out of office hours.	Neutral		Neutral
<b>Source of Outline Evidence to support judgements</b>				
None				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
A risk-based approach will be used when reducing provision. Any routes which are removed from the primary treatment network as a result of the review, will be managed in a similar way to the rest of the network which is not currently included in primary, through the Secondary route treatment regime and provision of salt/grit heaps.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Some routes or sections of routes as part of primary that are presently gritted regularly may not be, requiring an increased awareness by users to drive carefully and to use salt heaps.	Low	A risk-based approach will be used when reducing provision. Routes will be managed as the rest of the network that is not primary (salt heaps / secondary route).	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact on road users will be restricted to those routes or sections of routes dropped from primary treatment network. Impact will be reduced where these routes can be included in a reviewed secondary treatment network.	

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

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

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

*The integrated approach to support effective decision making*



12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Road safety will be monitored through the normal statistics and data collection.
<b>Please state when this Impact Assessment will be reviewed.</b>
2 years post implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Shaun James		
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Heulwen Hulme		

14. Governance

<b>Decision to be made by</b>	Portfolio Holder	<b>Date required</b>	
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FORM ENDS

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	HTR	<b>Head of Service</b>	Adrian Jervis	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr Heulwen Hulme
<b>Proposal</b>							
<b>Outline Summary / Description of Proposal</b>							
To transfer the operation of the two remaining public conveniences (Brecon & Ystradgynlais Bus stations) to Town or Community Councils or local interest groups or where no transfer can be completed to close the facilities and seek alternative provision through local businesses. The aim is to ensure a sustainable future for the provision of public conveniences across Powys which takes into account the efficiencies identified for the service in the Medium Term Financial Plan.							

Page 477  
 1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
	Shaun James	Senior Manager Highways Technical Services	20 <sup>th</sup> Sept 2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£3,000	£42,846	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Property will need to progress transfers.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	N/A	Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	N/A	Neutral		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Neutral		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	N/A	Neutral		Choose an item.

Source of Outline Evidence to support judgements
The majority of Public Conveniences have previously been transferred successfully.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	N/A	Neutral		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Neutral		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

Some operators have introduced charges.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	N/A	Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	N/A	Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	N/A	Neutral		Choose an item.
<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.	N/A	Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	N/A	Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

-

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
Transition grant.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Transition grants will be provided to help the sustainability of new operators.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public Conveniences could close if no operator is found	Low	None – there are other Public Conveniences in these locations	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Overall Summary and Judgement of this Impact Assessment?

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

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
If no operator is found the toilets will be closed.
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Shaun James		
Head of Service:	Adrian Jervois		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr Heulwen Hulme		

14. Governance

Decision to be made by	Choose an item.	Date required	

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Digital Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness young	<b>Portfolio Holder</b>	Cllr Graham Breeze
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<b>Proposal</b>	Reduce Annual Revenue Contribution to Device Refresh by £200k
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**Outline Summary / Description of Proposal**

Currently there is a revenue contribution to the Device Refresh of £350k per annum. Due to contract negotiation, change of equipment and reduced number of devices; this capital scheme has sufficient funds to be sustained for at least 3 years by reducing the contribution to £150k.

At the end of 22/23; it is calculated that in total almost 1400 devices will need to be refreshed which will leave a balance of approx £0k, so the funding model will need to be revised for 23/24.

These calculations are based on the current level of devices and staff but it is estimated that this number will decrease and therefore will be sustainable for longer.

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

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£200k	£	£	£200k

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No affect on Internal or External Customers

DRAFT

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

n/a

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy		Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Choose an item.

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.		Neutral		Choose an item.
<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).		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.		Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
n/a		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Continual monitor of budget and spending commitments		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
From 23/24 – An increase of revenue funding or Capital injection may be required. There are sufficient funds until 23/24.	Low	Monitor spending over next 3 years and highlight to Finance	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is <b>Neutral</b> . There is no impact to staff, customers or citizens as the proposal relates to contract negotiation and funding reallocation.	
The overall risk identified in this impact assessment is <b>Low</b> . There is little risk in the reallocation of funding as the funding as the funding source has been confirmed up until years 23/34	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual review of budget.

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

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans	J Evans	28/08/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Digital Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness young	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>	Removal of 2 FTE from EUS due to automation						
<b>Outline Summary / Description of Proposal</b>							
By introducing self service and automation, it is estimated that 1 FTE can be removed from End User Services Team in each of the following years 20/21 21/22.							
Following a review in Nov 2019, it has been requested that the 21/22 savings are brought forward into 20/21.							

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

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019
2	Jonathon Evans	ICT Service Lead Operational Manager	04/11/2019
3	Diane Reynolds	Head of Digital Services	08/11/2019

### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£58 930k			£58 930k

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	It was original anticipated that for years 20/21 and 21/22 this can be met by natural wastage. However, if all savings within this area are brought forward into 21/22 this may not be possible and may require staff consultation.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

It was anticipated that in the first 2 years this can be achieved by natural wastage and more automated processes. However, if the organisation is unable to embrace automation or natural staff removal is not possible it is likely to have an impact on the service that the Service Desk is able to offer. E.G longer wait times for all Services provided by ICT and in turn a poorer service provided to service areas and the residents those services support.

If all savings in this area are brought forward to 20/21, this may result in a poorer service offered by ICT where automation fails to provide sufficient transformation and the digital skills across the organisation are still being developed.

As EUS is a shared team between PCC and PTHB, removing the equivalent of 2 posts in 20/21 is also likely to have a negative impact on the service being provided to PTHB and consultation with PTHB on impact to service will need to take place.

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How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy		Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The EUS team provide first line support for Health and Care teams. Removing of posts will likely result in longer wait times.	Poor	Automation will be implemented but the organisation will need to embrace this change in order to reduce the demand on EUS and inparticular Service Desk.  We will continue to encourage self-service by improving digital skills across the organisation.	Neutral

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

*The integrated approach to support effective decision making*



Council Priority	How does the proposal 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
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	<p>The EUS team provide support for Education and Schools. Removing of posts will likely result in longer wait times.</p> <p>The EUS team is also considered to be the Gateway to a career in ICT and has led the way in terms of apprenticeships. Too much reduction may also impact further skills.</p>	Neutral	<p>Automation will be implemented but the organisation will need to embrace this change in order to reduce the demand on EUS and inparticular Service Desk.</p> <p>We will continue to encourage self-service by improving digital skills across the organisation.</p>	Neutral
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	<p>Although ICT provide services to internal staff; many of the services that ICT supports provide services to our residents and communities.</p> <p>Almost all public facing services rely on ICT infrastructure or resources and therefore the reduction in further FTE is likely to have a knock-on effect to the residents and communities.</p>	Neutral	<p>As above. We would also communicate and raise awareness to our service users the change in the level of service that we are able to offer</p>	Neutral

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**Source of Outline Evidence to support judgements**

The current financial year has seen an increase in performance against SLA for all ICT Support Teams however, the teams have still not managed to meet the target of 96% of jobs being closed within SLA. Automation and Self Service has enabled the performance to increase and allow the EUS teams to upskill. Reduction in FTE over and above what has been calculated is likely to have a negative impact on this performance.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.		Neutral		Choose an item.
<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).		Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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><b>Public Health (Wales) Act, 2017:</b>                      Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>		Neutral		Choose an item.
<p><b>A Wales of cohesive communities:</b>                      Attractive, viable, safe and well-connected Communities.</p>		Neutral		Choose an item.
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b>                      The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i></p>		Neutral		Choose an item.
<p><i>Opportunities to promote the Welsh language</i></p>		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements
No anticipated impact on the wellbeing goals

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.		Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	EUS and in particular Service Desk is considered the gateway to a career in ICT and has led the way in terms of apprenticeships. Reduction in FTE over what has been calculated as being maintainable is likely to have a negative impact on the depth of skill within the department and the workforce as a whole.	Poor	Automation will be implemented but we will need to support the organisation to embrace this change in order to reduce the demand on EUS and in particular Service Desk to allow them to continue to be upskilled.	Neutral

Source of Outline Evidence to support judgements

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
n/a		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Continue to promote self service and automation		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of engagement from the organisation to use new automated processes and self service resulting in higher demand on staff on a reduced level. Resulting longer wait times and reduction Performance Measures.	Low	Full communication and engagement with the organisation to ensure take up of new automated processes.	Low
Unable to recruit to apprenticeships, preventing them from moving through the organisation	Medium	Encourage apprenticeships across the entire department where applicable	Low
Pace of change of transformation from service desk to automation too quick, causing the service quality to decrease and users not having sufficient time to transform.	Medium	Full communication and engagement with the organisation to ensure take up of new automated processes.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is <b>Negative</b> depending on engagement and take up of the new automation processes.	
The overall risk of this impact assessment is <b>Low</b> . As mentioned above, engagement and take up is key.	

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

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

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

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n/a

12. On-going monitoring arrangements?

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

Continual review of service KPIs this includes customer satisfaction

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

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans	J Evans	04/11/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Digital Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness young	<b>Portfolio Holder</b>	Cllr Graham Breeze
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<b>Proposal</b>	Reduce Annual Revenue Contribution to Device Refresh by £200k
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### Outline Summary / Description of Proposal

#### Reduction in Contract costs (System Rationalisation Programme)

Since 2015 Powys County Council has been rationalising their ICT systems via the System rationalisation Programme. This programme has, to date led to the decommissioning of over 60 systems, along with a reduction of a number of contract costs delivering savings to the organisation.

Alongside System Rationalisation ICT have concentrated heavily on Contract Negotiation to remove costs where possible.

This proposal continues the above work and it is estimated that the ICT budget funding many of these corporate contracts can be reduced by £65k year on year for 3 years 20/21 21/22 22/23.

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

Version	Author	Job Title	Date
1	Ellen Sullivan	Professional Lead- ICT	02/09/19

#### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
		65k	65k	65k	£195k

#### 3. Consultation requirements

Consultation Requirement	Consultation deadline/ <i>or</i> justification for no consultation
No consultation required (please provide justification)	Changes are to systems not services. Internal communication with service areas regarding the systems that they utilise take place within any system rationalisation/decommission.

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Yes. The proposal to continue to reduce contract costs through the work within the System Rationalisation Programme does and will impact on other services areas (demonstrating a positive impact). The service areas that are utilising the systems that we are either rationalising or de-commissioning will be impacted, however before work commences, all effected services areas are consulted with and are engaged in the process.

### 5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy		Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Choose an item.

**Source of Outline Evidence to support judgements**

- System Rationalisation Business Case
- Project plans

It should be noted that this proposal does impact **Positively** against the ‘Making it happen’ Well-being Objective- Changing how we work, specifically- *To design and implement our digital transformation, setting the map for how the Council will take advantage of digital technologies to transform service delivery through the way we work, how we use information, support our customers, improve resident opportunities and help our businesses to compete.*

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<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).	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to 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
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<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.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<b>Opportunities to promote the Welsh language</b>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.

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## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Disability</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Gender reassignment</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Race</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Religion or belief</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Sex</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Sexual Orientation</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	<i>proposal neither undermines or contributes to this goal</i>	Neutral		Choose an item.

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## Impact Assessment (IA)

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Source of Outline Evidence to support judgements
<ul style="list-style-type: none"> <li>System Rationalisation Business Case</li> <li>Project plans</li> </ul> <p>The above judgements have been concluded through cross referencing the detail within the System Rationalisation Programme against the above Well-being goals.</p>

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The System Rationalisation Programme aims to support the digital needs of future generations.	Good		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaboration with service areas/organisations/suppliers are key to the System Rationalisation Programme to ensure that the most effective solutions are determined	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	The proposal aims to support a digital workforce where applicable.	Good		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
<ul style="list-style-type: none"> <li>System Rationalisation Business Case</li> <li>Project plans</li> </ul> <p>The above judgements have been concluded through cross referencing the detail within the System Rationalisation Programme against the above principles.</p>				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
n/a		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Medium	Low
Mitigation		
Continue to monitor progress/issues of the System Rationalisation Programme.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Resource to implement change (systems to rationalise/decommission)	Medium	Monitor resource requirements through effective Project plans, highlight changes in pace of change to the organisation	Low
Appetite of service areas to review current systems and support change	Medium	Ensure all those service areas affected are communicated/engaged with in order to support the change	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

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

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The overall judgement of this Impact assessment is '<b>positive</b>' in contributing to the following:</p> <ul style="list-style-type: none"> <li>• Reduction in Cost, support &amp; maintenance requirement</li> <li>• Improved Integration between remaining systems</li> <li>• Maximise investment</li> <li>• Streamline IT portfolio and regain flexibility and adaptability</li> <li>• Better use of information (data library)</li> <li>• Service Improvement- Ensuring we have fit for purpose systems.</li> </ul> <p>The overall risk identified in this impact assessment is '<b>Low</b>'. The need for adequate resource and the appetite to change is key. Mitigating actions have been identified which will lower the inherent risk from medium to low.</p>	

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

What additional evidence and data has informed the development of your proposal?
<ul style="list-style-type: none"> <li>• System Rationalisation Business Case</li> <li>• Project plans</li> <li>• Project closure reports</li> <li>• Evidence of reduction in contract costs</li> </ul>

### 12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitor Programmes progress. Continue to review contracts through the ICT Governance process.
Please state when this Impact Assessment will be reviewed.
Annually

### 13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan	E Sullivan	02/09/19

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

*The integrated approach to support effective decision making*



Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Clr Graham Breeze		

14. Governance

<b>Decision to be made by</b>	Choose an item.	<b>Date required</b>	
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**FORM ENDS**

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DRAFT

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Digital Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness young	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>	Remove 1 FTE from Base Budget. Recharge to ongoing Capital Projects and Grant Funding						
<b>Outline Summary / Description of Proposal</b>							
Removal 1 Grade 10 FTE from base budget. There are numerous ongoing and upcoming Grant Funded Projects which staff time can be allocated against.							
This projects include the WAG HWB Schools Infrastructure and ongoing Infrastrucutre Improvements/Data Centre Projects.							

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

Version	Author	Job Title	Date
1	Jonathon Evans	ICT Service Lead Operational Manager	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£45K	£	£	£45K

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No affect on Internal or External Customers

# Cyngor Sir Powys County Council

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

n/a

### 5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care		Neutral		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Choose an item.

Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.		Neutral		Choose an item.
<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).		Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

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

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Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.		Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<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.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

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

*The integrated approach to support effective decision making*



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Choose an item.

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Source of Outline Evidence to support judgements
No impact on any service

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		
N/A		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Continual monitor of budget and spending commitments		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
If Capital funds are not made available in future years and Grant Funding is not refreshed this will add a service pressure to the ICT Budget.	Low	Place appropriate capital bids and work with WAG to forecast upcoming grant funding.	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall judgement of this impact assessment is <b>Neutral</b> . There is no impact on staff, customers or citizens as the proposal relates to reallocation of funding	
The overall risk identified in this impact assessment is <b>Low</b> . There is little risk in the reallocation in funding as the funding source has already been confirmed.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Continual review of budget and associated projects.

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

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jonathon Evans		
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	ClIr Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Digital Services	<b>Head of Service</b>	Diane Reynolds	<b>Director</b>	Ness young	<b>Portfolio Holder</b>	Cllr Graham Breeze
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<b>Proposal</b>	Recharge 1FTE Developer/Integrator to Transformation Funding						
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### Outline Summary / Description of Proposal

*Detail of the proposal*

#### Change in funding Source

For the years 20/21 and 21/22, 1 FTE Developer/Integrator which is currently funded by ICT base budget can be reallocated to the Transformation fund as their work is dedicated to the Customer Centred Work stream in the Digital Powys Programme.

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

Version	Author	Job Title	Date
1	Ellen Sullivan	Professional Lead	2/09/2019

#### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£	£45k	£	£	£45k

#### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No Impact to staff or customers

DRAFT

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
No

5. How does your proposal impact on the council's strategic vision?

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	<i>proposal neither undermines or contributes to this Priority</i>	Neutral		Choose an item.

Source of Outline Evidence to support judgements
n/a

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<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).	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.

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## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p><i>proposal neither undermines or contributes to this Goal</i></p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p><i>proposal neither undermines or contributes to this Goal</i></p>	<p>Neutral</p>		<p>Choose an item.</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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p><i>proposal neither undermines or contributes to this Goal</i></p>	<p>Neutral</p>		<p>Choose an item.</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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	<p><i>proposal neither undermines or contributes to this Goal</i></p>	<p>Neutral</p>		<p>Choose an item.</p>
<p><b>Opportunities to promote the Welsh language</b></p>	<p><i>proposal neither undermines or contributes to this Goal</i></p>	<p>Neutral</p>		<p>Choose an item.</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Disability</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Gender reassignment</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Race</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Religion or belief</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Sex</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Sexual Orientation</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	<i>proposal neither undermines or contributes to this Goal</i>	Neutral		Choose an item.

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**Source of Outline Evidence to support judgements**

n/a

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<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.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	<i>proposal neither undermines or contributes to this Principle</i>	Neutral		Choose an item.

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Source of Outline Evidence to support judgements
n/a

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
n/a		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
n/a		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Commitment to alternative funding source for two years	Low	Transformation funding has been secured and committed	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The overall judgement of this Impact assessment is '<b>neutral</b>'. There is no impact to staff, customers or citizens as the proposal relates to the reallocation of funding.</p> <p>The overall risk identified in this impact assessment is '<b>Low</b>'. There is little risk in the reallocation of funding, as the funding source has already been confirmed.</p>	

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

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

12. On-going monitoring arrangements?

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

Monitoring of funding allocations will be ongoing.
<b>Please state when this Impact Assessment will be reviewed.</b>
Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan	E Sullivan	2/09/2019
Head of Service:	Diane Reynolds		
Director:	Ness Young		
Portfolio Holder:	Cllr Graham Breeze		

14. Governance

Decision to be made by	Choose an item.	Date required

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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation. **Please read the accompanying guidance before completing the form.**

**Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Legal and Democratic Services	<b>Head of Service</b>	Clive Pinney	<b>Strategic Director</b>	N/A	<b>Portfolio Holder</b>	Cllr Graham Breeze
<b>Proposal</b>							
<b>Outline Summary / Description of Proposal</b>							
<ol style="list-style-type: none"> <li>1. Complete restructure of the Scrutiny, Democratic and Member services team involving reducing the team from 8 to 6 and regrading the scrutiny officer JD's ( proposed saving £179,084)</li> <li>2. Do not recruit to vacant Trainee Solicitor post (proposed saving £ 28,223)</li> <li>3. Do not recruit to vacant 0.5 FTE Education / Employment Solicitor post ( proposed saving £ 26,769)</li> <li>4. Redundancies in Registration Service (proposed saving £ 22,949)</li> <li>5. Regrade from Grade 14 to Grade 12 – Solicitor (proposed saving £ 11, 196)</li> <li>6. Reduce Members Travel from £88000 to £78000 (proposed saving £ 10,000)</li> <li>7. Reduce Members Printing from £16940 to £13000 ( proposed saving £3,940)</li> </ol>							

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### 1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£N/A	£N/A	£282,161	£	£	£282,161

### 2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Jan 20	Yes

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Version	Author	Job Title	Date
1	Clive Pinney	Head of Legal and Democratic Services	Jan 20

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

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1.	
1. Restructure of Scrutiny Democratic and Member Services –	<ul style="list-style-type: none"> <li>• A reduction in staff with experience could result in reduced capacity to undertake all the activities and support currently undertaken.</li> <li>• Possible reduced capacity to undertake an increased level of scrutiny.</li> <li>• A possible change in staff may result in Members feeling unsupported</li> <li>• Potential concern from external regulators if the effectiveness of scrutiny adversely affected</li> </ul>
2. Do not recruit to vacant Trainee Solicitor post	Potential impact on future recruitment
3. Do not recruit to vacant 0.5 FTE Education	Potential impact on legal support for Schools and Schools Service
4. Redundancies in Registration Service	Potential impact on service to customers
5. Regrade from Grade 14 to Grade 12 – Solicitor	None as the vacant role will still be undertaken, albeit by a solicitor with less experience.
6. Reduce Members Travel from £88000 to £78000	Members may refuse to co-operate and reduce travel expenses through car sharing and use of Skye and video conferencing
7. Reduce Members Printing from £16940 to £13000	Members may refuse to co-operate in using the technology ( where appropriate) to avoid printing costs.

<b>Service Area informed:</b>	Yes	<b>Contact Officer liaised with:</b>	Various
<b>Mitigation</b>			

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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N/A

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Learning and skills</b> We will strengthen learning and skills	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Source of Outline Evidence to support judgements
Application of common sense and professional judgement

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No direct impact as Service assists the Council as a whole in delivery of its priorities apart from proposal 6 which should reduced carbon footprint if number of miles travelled reduced.	Good		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral		Choose an item.
<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, and treating the Welsh language no less favourable than the English language</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Opportunities to promote the Welsh language</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Welsh Language impact on staff</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Disability</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Gender reassignment</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Marriage or civil partnership</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Race</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Religion or belief</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Sex</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

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

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<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</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
<i>Sexual Orientation</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Source of Outline Evidence to support judgements

Application of common sense and professional judgement

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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 direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.

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## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No direct impact as Service assists the Council as a whole in delivery of its priorities	Neutral	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>	Reduction in the number of current staff by voluntary /compulsory redundancies and review of Job descriptions grades could result in loss of experienced staff with increased workload on remaining staff.	Neutral	New ways of working and reassessment of the activities undertaken by the Service will ensure continued support for Scrutiny, Members and Cabinet. The recruitment of 1 new admin post (I possibly and apprentice) will mitigate the impact of staff reductions and ensure that more senior officers devote their full time to substantive duties rather than undertaking admin tasks.	Neutral
<b>Source of Outline Evidence to support judgements</b>				

### 8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b>		
The main risk is to proposal 1 for restructure of the restructure of the Scrutiny, Democratic and Member services team. New ways of working and reassessment of the activities undertaken by the Service will ensure continued support for Scrutiny, Members and Cabinet. The recruitment of 1 new admin post (I possibly and apprentice) will mitigate the impact of staff reductions and ensure that more senior officers devote their full time to substantive duties rather than undertaking admin tasks.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

<b>Risk Identified</b>	<b>Inherent Risk Rating</b>	<b>Mitigation</b>	<b>Residual Risk Rating</b>
<b><u>Proposal 1 ( Restructure)</u></b> A reduction in staff with experience could result in reduced capacity to undertake all the activities and support currently undertaken.	Medium	By amalgamating the 3 sections, the experienced staff will remain and they will, be able to bring the staff up to speed by training and support	Medium
Possible reduced capacity to undertake an increased level of Scrutiny	Medium	A complete review of activities and working methods will ensure that an appropriate level of support will be available to scrutiny committees and audit.	Medium
A possible change in staff may result in Members feeling unsupported	Medium	Combining the 3 sections and A complete review of activities and working methods will ensure that an appropriate level of support will be available to Members	Low
Potential criticism by external regulators if support provided for scrutiny committees reduced	Medium	A complete review of activities and working methods will ensure that an appropriate level of support will be available to scrutiny committees and audit.	Medium
<b><u>Proposal 4 ( Reduction on Registration Service)</u></b> Potential impact on service to customers of the Registration Service	Low	The remaining staff will be able to accommodate all customer needs	Low

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<p><b><u>Proposal 6 ( reduction in Members Travel)</u></b>   <b>Members failing to co-operate by refusing to carshare and/or better use of skype etc</b></p>	<p>Medium</p>	<p><b>Additional training and use of electronic systems such as Skype to promote use and develop confidence in using such systems. More being arranged using Skype to embed this as the usual way of working e.g. any working groups being automatically Skype meetings. Need to ensure robustness of systems.</b></p>	<p>Medium</p>
<p><b><u>Proposal 7 ( reduction in Members printing)</u></b>   <b>Members may refuse to co-operate in using the technology ( where appropriate) to avoid printing costs and revert to requiring printed materials</b></p>	<p>Low</p>	<p><b>Agendas now sent out electronically using Modern. There are only limited requests for paper copies where there are specific requirements by Members or for specific reports on Cabinet.</b></p>	<p>Low</p>
<p><b>Overall judgement (to be included in project risk register)</b></p>			
<p>Very High Risk</p>	<p>High Risk</p>	<p>Medium Risk</p>	<p>Low Risk</p>
		<p>X</p>	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
All Proposals	01.04 2020	Savings achieved	County Council
<p><b>Portfolio Holder decision required</b></p>	Choose an item.	<p><b>Date required</b></p>	
<p><b>Cabinet decision required</b></p>	Choose an item.	<p><b>Date required</b></p>	
<p><b>Council decision required</b></p>	Yes	<p><b>Date required</b></p>	February 2020

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>	
<p>Whilst the impact of the proposal might initially be regarded as significant, if the process is managed properly and the transition undertaken carefully then the long term impact should be low even if there is a reduction of activities undertaken by a reduced number of staff long term, which will include new, less experienced staff who require time to gain experience.</p>		

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

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

### 14. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Head of Service will need to monitor the transition and review progress and deliverability of the reduced activity level within the staffing levels available and make adjustments where necessary.
<b>Please state when this Impact Assessment will be reviewed.</b>

### 15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Clive Pinney		
Head of Service:	Clive Pinney		12.1.20
Portfolio Holder:	Cllr Graham Breeze		

### 16. Governance

<b>Decision to be made by</b>	Portfolio Holder	<b>Date required</b>	1 <sup>st</sup> April 2020
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**FORM ENDS**

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Strategic Property	<b>Head of Service</b>	Gwilym Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr P Davies & Cllr R Harris
<b>Proposal</b>	Increase Strategic Property income targets.						
<b>Outline Summary / Description of Proposal</b>							
Increase the Strategic Property income target by £100,000.							

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

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property Planning and Public Protection	28/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£0	£100,000	£100,000	£100,000	£100,000 annually

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	No staff or external parties considered to be affected by the proposed income target increase to the degree to require consultation.

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)**  
**PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

No impact envisaged.

### 4a Geographical Locations

Powys      North      13 Localities  
                  Mid  
                  South

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### How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Residents and Communities</b> We will support our residents and communities	Negligible impact.	Neutral	No mitigation proposed.	Neutral

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.	Negligible impact.	Neutral	No mitigation proposed.	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).	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Negligible impact.	Neutral	No mitigation proposed.	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> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	Negligible impact.	Neutral	No mitigation proposed.	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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<p><b>Opportunities to promote the Welsh language</b></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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**Source of Outline Evidence to support judgements**

Officer judgement.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Potential to promote closer working with partner organisations.	Good	No mitigation proposed.	Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Impact on Powys County Council Workforce</b>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Source of Outline Evidence to support judgements</b>				
Officer assessment.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		
No mitigation proposed.		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Consider alternative office space advertisement options.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Service fails to secure occupancy of vacant office space.	Low	Consider alternative office advertisement options	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Given plans currently being explored with the partner organisations to occupy vacant PCC office space, it is considered that the overall risk is low.	
Overall Risk Judgement:	Low

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly financial reviews for the service area.

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

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:	Gwilym Davies		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr J Evans & CLlr R Harris		

14. Governance

Decision to be made by	Choose an item.	Date required	

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**FORM ENDS**

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Development Management & Planning Policy (Planning Services)	<b>Head of Service</b>	Gwilym Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr James Evans
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**Proposal** Planning Service redesign

**Outline Summary / Description of Proposal**

It is proposed to redesign the Planning Service. The following is currently being considered:

- Reduction in the number of Principal Planning Officers.
- Some posts to be merged.
- Number of Planning Officer posts to be reduced.
- An additional tier is to be added to the Development Management structure at a lower grade.
- Planning Technicians and Planning Administrator positions to be merge into one position.
- Number of Planning Policy Officers to be reduced.
- An additional tier on a lower grade is to be added to the Planning Policy structure.

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

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property, Planning and Public Protection	29/08/2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£214,000	£214,000	£214,000	£214,000 annually

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed.

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
 PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Proposal will result in less capacity to undertake non-statutory duties, such as providing free advice to services such as education, property and housing.

5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> <b>We will develop a vibrant economy</b>	The proposal has the potential to impact on planning application determination periods. This could impact on the deliverability of developments.  The proposal has the potential to impact on planning enforcement capacity potentially at the cost of the integrity of the planning system.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.  Keep agents and developers informed of the situation to enable them to forward plan.	Poor
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	The proposal has the potential to impact on planning application determination periods for health and care facilities. This could impact on the deliverability of developments.	Poor	Keep agents and developers informed of the situation to enable them to forward plan.	Poor
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	The proposal has the potential to impact on planning application determination periods for education facilities. This could impact on the deliverability of developments.	Poor	Keep agents and developers informed of the situation to enable them to forward plan.	Poor

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Residents and Communities</b> We will support our residents and communities	The proposal has the potential to reduce the Planning Services ability to interact with customers and the public.	Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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 has the potential to impact on planning application determination periods. This could impact on the deliverability of developments.	Very Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.  Keep agents and developers informed of the situation to enable them to forward plan.	Poor
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reduced capacity will potentially result in Planning Officers having less time to safeguard and/or promote social, economic and ecological resilience.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity	Poor

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Reduced capacity will potentially result in less resources being allocated to managing and improving a developments impact on the health of the area.</p>	<p>Poor</p>	<p>No mitigation proposed.</p>	<p>Poor</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Reduced capacity will impact on Planning Services ability to communicate with Communities as part of the planning process.</p>	<p>Poor</p>	<p>Try to develop the Council's website to reduce the need for direct interaction.</p>	<p>Poor</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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>Less resource will be available to promote and/or support the economy, the environment, communities and culture, via the planning process.</p>	<p>Poor</p>	<p>Try to develop the Council's website to reduce the need for direct interaction.</p>	<p>Poor</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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	<p>Negligible impact.</p>	<p>Neutral</p>	<p>No mitigation proposed.</p>	<p>Neutral</p>
<p><b>Opportunities to promote the Welsh language</b></p>	<p>Negligible impact.</p>	<p>Neutral</p>	<p>No mitigation proposed.</p>	<p>Neutral</p>

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Well-being Goal	How does proposal contribute to 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
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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### Source of Outline Evidence to support judgements

Officer assessment.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Reduction in staff resource has the potential to impact on long term investment in the economy and housing provision.	Poor	No mitigation proposed.	Poor
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Reduction in staff has the potential to reduce the ability for Planning Service to collaborate with existing and future partners.	Poor	No mitigation proposed.	Poor
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Reduction in staff has the potential to reduce the ability to engage with communities.	Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staff resource may impact on the ability to approve affordable housing in a timely manner.	Poor	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.	Poor

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Impact on Powys County Council Workforce</b>	A reduction in staff resource will result in increased workloads for Planning staff.	Poor	No mitigation proposed.	Poor
<b>Source of Outline Evidence to support judgements</b>				
Officer assessment.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
<b>Mitigation</b>		
<ul style="list-style-type: none"> <li>Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.</li> <li>Try to develop the Council's website to reduce the need for direct interaction.</li> <li>Try and keep communities informed of all service developments (where appropriate).</li> </ul>		

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Medium
Mitigation		
<ul style="list-style-type: none"> <li>Appropriate staff consultation.</li> </ul>		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Potential adverse impact on the economy caused by delays in processing planning applications.	High	Built Heritage Officer could assist in processing listed building applications to increase Planning Officer capacity.	High
Potential reduction in planning enforcement capability.	Medium	Adopt new planning enforcement policy and procedure streamlining processes	Low
Potential delays in the processing of affordable housing applications and education applications impacting on delivery.	Medium	No mitigation proposed.	Medium
Reputational damage - Potential to be in the bottom half/quarter of the Welsh Government planning league table.	Low	No mitigation proposed.	Low
Increase in the number of corporate complaints.	Medium	No mitigation proposed.	Medium
Potential delays in the production of planning policy.	Medium	No mitigation proposed.	Medium

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposed savings proposal has the potential to have an adverse impact social and economic impact. The overall risk is judged to be medium.	
Overall Risk Judgement:	Medium

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

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

None to report.

12. On-going monitoring arrangements?

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

- Feedback from bi-annual agents forum.
- Feedback from Community Council forum (to be arranged).
- Monthly performance reviews.
- Quarterly WG returns.

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

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
<b>Impact Assessment Lead:</b>			
<b>Head of Service:</b>	Gwilym Davies		
<b>Director:</b>	Nigel Brinn		
<b>Portfolio Holder:</b>	CLlr James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Property, Planning and Public Protection	<b>Head of Service</b>	Gwilym Davies	<b>Director</b>	Nigel Brinn	<b>Portfolio Holder</b>	Cllr A Davies, Cllr P Davies, Cllr J Evans, Cllr R Harris
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### Proposal

#### Outline Summary / Description of Proposal

The proposal would involve the redesign of the senior management of Property, Planning and Public Protection.

Currently the senior management team for Property, Planning and Public Protection consists of 8 Senior Managers or Professional Leads, namely:

- Professional Lead - Building Control;
- Professional Lead - Development Management;
- Professional Lead - Environmental Health (Commercial);
- Professional Lead - Environmental Health (Environmental Protection);
- Senior Manager – National Trading Standards Estate Agency and letting Agency Team;
- Professional Lead - Planning Policy;
- Professional Lead -Strategic Property;
- Professional Lead - Trading Standards, Community Safety and Emergency Planning.

The proposal would merge and reallocate responsibilities of these 8 positions. The number of FTE will therefore be reduced.

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

Version	Author	Job Title	Date
No.1	Gwilym Davies	Head of Property, Planning and Public Protection	29/08/2019

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2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£0	£167,640	£181,070	£181,070	£167,640 in 2020/21 and £181,070 annually from 2021/22

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	To be confirmed.

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

The proposal will result in less capacity to undertake corporate duties as resources will need to be focused on service delivery.

### 5. How does your proposal impact on the council's strategic vision?

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<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> We will develop a vibrant economy	Less management/leadership resource will be available to undertake duties that help develop a vibrant economy.	Poor	No mitigation proposed.	Poor
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Less management/leadership resource will be available to undertake duties that help develop lead the way in effective integrated rural health and care.	Poor	No mitigation proposed.	Poor
<b>Learning and skills</b> We will strengthen learning and skills	Less management/leadership resource will be available to undertake duties that help strengthen learning and skills.	Poor	No mitigation proposed.	Poor
<b>Residents and Communities</b> We will support our residents and communities	Less management/leadership resource will be available to support our residents and communities.	Poor	No mitigation proposed.	Poor

Source of Outline Evidence to support judgements
Officer assessment.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to 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
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor

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Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	Less management/leadership resource will negatively impact on this well-being goal.	Poor	No mitigation proposed.	Poor
<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, and treating the Welsh language no less favourable than the English language</i></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<p><i>Opportunities to promote the Welsh language</i></p>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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**Source of Outline Evidence to support judgements**

Officer assessment.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Reduction in staff resource has the potential to impact on long term investment in the economy.	Poor	No mitigation proposed.	Poor
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Reduction in staff has the potential to reduce the ability for the Service area to collaborate with existing and future partners.	Poor	No mitigation proposed.	Poor
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Reduction in staff has the potential to reduce the service areas ability to engage with communities.	Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Reduction in staff has the potential to reduce the service areas ability to engage in the prevention agenda.	Poor	No mitigation proposed.	Poor
<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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staff resource has the potential to impact on long term investment in the economy.	Poor	No mitigation proposed.	Poor

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## Impact Assessment (IA)

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Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<b>Impact on Powys County Council Workforce</b>	A reduction in staff resource will result in increased workloads for remaining workforce.	Poor	No mitigation proposed.	Poor

### Source of Outline Evidence to support judgements

Officer assessment.

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
No mitigation proposed.		

# Cyngor Sir Powys County Council

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
No mitigation proposed.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Impact on leadership and management capacity	Medium	Appropriate leadership training to be promoted within service areas.	Low
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposed savings proposal has the potential to have an adverse impact social and economic impact as a result of a reduction in the service areas leadership and management capacity. The overall risk is judged to be medium.	
Overall Risk Judgement:	Medium

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

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

12. On-going monitoring arrangements?

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

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- Quarterly performance reviews.
- Monitoring of complaints.
- Annual and 6 monthly employee reviews.

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

Between 12 and 24 months of implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:	Gwilym Davies		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr A Davies, Cllr P Davies, Cllr J Evans, Cllr R Harris		

14. Governance

Decision to be made by	Choose an item.	Date required	April 2020

**FORM ENDS**

# Cyngor Sir Powys County Council

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**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Transformation and Communications	<b>Head of Service</b>	Emma Palmer	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Leader – Cllr R Harris Deputy Leader – Cllr A Davies Cllr M Alexander Cllr J Evans Cllr P Davies
<b>Proposal</b>	Savings proposals for 2020-2023						
<b>Outline Summary / Description of Proposal</b>							

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The service is proposed to receive a reduction in budget of £-99k 20/21, £-154k 21/22 and £-120k 22/23 (total reduction £-373k). Proposals to meet this requirement are set out below (for further detail see full Savings Proposal).

**Proposal Title**

Delete 1 FTE Grade 14 vacant Programme Manager role 2020/21 - £60,726. This saving is achievable with no impact on the public or additional cost to the authority. There would be no Programme Manager capacity across V2025 (portfolio level) and workload would need to be absorbed across the Transformation Team.

Proposed budget saving of £25,000 recurring from 2020/21 The current Communications structure includes a Digital Communications Officer at a grade 8 which is partially funded (£15k) by funding from Children's service to manage implement ongoing Foster campaign on behalf of the service. The proposal is to use Integrated care fund resources, which has two year's funding, to deliver an adult social care campaign to transform how citizens access a variety of solutions to self-care using digital solutions. The campaign 'Ask Sara' is part of the council's work to improve digital/online access to equipment, telecare/self- service as part of the health and care strategy. Initial discussion with Adult services but not commitment at this stage The proposal would deliver £20k savings from the Corporate Communication budget for 2020/21 and 2021/22. Implementing the change from October 2019 will deliver £10k additional savings. The service also proposes to reduce its discretionary expenditure by £5k, comprising of general office expenditure reduced by £2,000; catering by £1,500, advertising by £500, mobiles phones £500 and subscriptions £500.

**Balance: £-398K-£85K = £-313K (to be found)**

**Minimal Service Offer**

To be able to deliver the remaining savings £-313K this service would reduce the team from 22 FTE to only 6 FTE to support the whole organisation. The service offer would be minimal, based on legislative requirements solely:

- Corporate Improvement Plan and monitoring from quarterly to once per year
- Equality Plan and monitoring from quarterly to once per year
- Public Service Board Assessment and Plan once every five years
- Impact Assessment provision of template and framework only
- Risk Assessment and monitoring reporting ceased and provision of electronic JACAD system only
- WAO liaison from monthly to twice a year
- Submission of Statutory Performance Returns
- Regulatory Inspection Data

**Impact: Lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making. Unable to evidence to regulators continual improvement across services. Risk: Repeat of Social Services damaging inspection.**

What would stop:

- Partnership Framework and support

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- Performance Framework and monitoring
- The whole Corporate Insight Centre development: EMT Dashboard, information management, Social Services reporting, HR reporting, Schools data development, Idox system development, customer information (GOSS reporting), integrated finance reporting.
- The whole of the Analytics and Research: Rural Cost Analysis, Schools Modelling, Social Services modelling and predictive analytics, evaluation work required by Welsh Government, any form of data analysis, Powys Wellbeing Information Bank, any data development for external use.
- Service Redesign (Change and Improvement).
- Digital agenda (unless all funded by WG/Transformation Fund).

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

Version	Author	Job Title	Date
Version 1	Emma Palmer	Head of Transformation and Communications	05 <sup>th</sup> September 2019

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Profile of savings delivery (if applicable)

2020-21	2021-22	2022-23	TOTAL
£-85,000	£	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	31 <sup>st</sup> January 2020

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

- The proposed changes will not directly impact Health and Safety.
- The proposed changes will impact on Corporate Parenting and the organisation's ability to receive appropriate performance monitoring information and intelligence.
- There is a risk of impacting other service areas as the demand for 'effective business intelligence' will continue to increase due to the cessation of the team. There will be no resource to support the Schools, Social Services or Social Care Transformation agendas and no development of any information for use across the organisation.
- The loss of much of the team is a strategic loss to the council in pursuit of delivering Vision 2025.

### 5. How does your proposal impact on the council's strategic vision?

<b>Council Priority</b>	<b>How does the proposal 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>The Economy</b> <b>We will develop a vibrant economy</b>	The work of the service would not support this priority going forward.	Very Poor	Services would need to commission their own research and analysis at an additional cost to their budget.	Poor
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	The current heavily directed resource to supporting social care, which is a fundamental cornerstone of analyse, plan and monitoring of this priority would cease. Business analytics requirements to support North Powys future modelling and impact assessment would cease.	Very Poor	No capacity for further refinement.	Unknown
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	There would be no support to Schools Transformation.	Very Poor	Schools would have to commission expertise.	Poor
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	A lighter touch to well-being and population assessments would be undertaken. Supporting HTR transformation would cease.	Poor	No capacity for further refinement.	Unknown

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**Source of Outline Evidence to support judgements**

Please note that the service reduced by 32% in 2019/20 and current baseline does not cover the cost of the current service. 25% of the costs are already funded through alternative means e.g. Transformation Fund, Integrated Care Fund and Public Services Board funds provided by Welsh Government. Further reductions to this service pose a serious risk to the authority and an unsustainable service. Previously where additional cuts were required, the service was unable to support statutory services e.g. social care where they received no performance information contributing to a regulatory report of SERIOUS CONCERNS and resulting in the authority having to identify millions to reinvest within social services.

It should also be noted that J Salisbury, Independent Advisor to the Improvement and Assurance Board has advised the organisation to 'look to immediately strengthen the business intel/transformation team; which should be an easy business case to make on an invest to save basis'.

The Integrated Business Plan for the team provides further breakdown/detail.

6. How does your proposal impact on the Welsh Government's well-being goals?

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Well-being Goal	How does proposal contribute to this goal?	<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
<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 team were developed on the ethos of doing the right thing and tackling root causes of problems.</p> <p>It is founded on the basis of evidence-based planning and making this evidence widely available, both internally and externally.</p> <p>The service aims to provide career pathways for staff.</p>	Very Poor	Services will need to commission their own research and analysis at an additional cost to their budget.	Poor
<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 significant direct impact. Capacity to research and analyse information for our well-being assessment would be severely reduced.	Neutral	No capacity for further refinement.	Choose an item.

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Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Demand for services and therefore, demand and expectations on staff may increase and could possibly impact negatively on staff well-being.	Poor	No capacity for further refinement.	Choose an item.
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<p><b>Opportunities to promote the Welsh language</b></p>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No significant direct impact. Capacity to support services with design and monitoring of equalities objectives to ensure the organisation continues to meet its statutory obligation under the Public Sector Equalities duty would be reduced.	Neutral	No capacity for further refinement.	Choose an item.
<i>Disability</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Gender reassignment</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Marriage or civil partnership</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Race</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Religion or belief</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Sex</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Sexual Orientation</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<i>Pregnancy and Maternity</i>	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.

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Source of Outline Evidence to support judgements
See Integrated Business Plan and Savings Proposal.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The savings will result in an unsustainable service, however the 5 working principles continue to be a key influence on the service's approach to provision. The organisations ability to analyse information for the long term with the development of predictive analytics would cease.	Poor	No capacity for further refinement.	Choose an item.
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The 5 working principles continue to be a key influence on the service's approach to provision. Additional resource will need to be identified throughout PSB to support its ongoing needs.	Poor	No capacity for further refinement.	Choose an item.
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Staff and other key stakeholders will be involved in the process. Work to meet WG open data requirements would cease.	Good	No capacity for further refinement.	Choose an item.
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	Further financial challenge will be offset by developing commercial opportunities in the hope that this may prevent further reductions.	Neutral	No capacity for further refinement.	Choose an item.
<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>	Wellbeing objectives will still remain, ongoing monitoring will be reduced to annual rather than quarterly.	Poor	No capacity for further refinement.	Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal 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
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Whilst the proposal has no significant impact on the broader facets of preventing poverty, it does recognise the resulting of FTE losses of this scale.	Poor	No capacity for further refinement.	Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	No significant direct impact.	Neutral	No capacity for further refinement.	Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Increased risk of insufficient development and reporting due to staff losses.	Poor	Accept risk.	Choose an item.
<b>Impact on Powys County Council Workforce</b>	Negative impact of proposed net loss of FTE's.  Period of uncertainty for all staff due to annual requirement to make staff savings resulting in constant re-structures.	Poor	The move to 3 year planning will assist.	Poor
<b>Source of Outline Evidence to support judgements</b>				
See Integrated Business Plan and Savings Proposals.				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
<b>Mitigation</b>		

Continued communication and understanding of organisational needs.

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Very High	High
Mitigation		
Accept that £60k is all that the team can provide in the form of savings following a 32% reduction in the team during 2018/19 or resource the team through other funding sources e.g. Transformation Fund.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Inability to meet service demand	High	Continued dialogue and prioritisation with EMT and HOS	High
Inability to meet statutory requirements and regulatory concerns over loss of corporate support – risk of damaging inspection	High	Ensure remaining resource is focussed solely on minimum offer	Medium
Lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making (move from quarterly to annual monitoring)	Very High	Report at least annually	High
Need for efficiency savings further impacts on services	High	Develop commercial opportunities	
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	✓		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
If this proposal is implemented there will be a lack of corporate governance, oversight at a strategic level and ability for the organisation to function with evidence-based decision making. The organisation will be unable to evidence to regulators continual improvement across services and there is a further potential risk of a repeat damaging inspection.	

**Cyngor Sir Powys County Council**  
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*The integrated approach to support effective decision making*



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

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

See Integrated Business Plan and Savings Proposal.

12. On-going monitoring arrangements?

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

The impact would need to be monitored by Senior Leadership Team, Cabinet and Audit Committee.

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

13. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Emma Palmer		05/09/2019
Head of Service:	Emma Palmer		05/09/2019
Director:	Ness Young		
Portfolio Holder:	Leader – Cllr R Harris Deputy Leader – Cllr A Davies Cllr M Alexander Cllr J Evans Cllr P Davies		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

**FORM ENDS**



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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**Please read the accompanying guidance before completing the form.**

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

<b>Service Area</b>	Workforce and Organisation Development	<b>Head of Service</b>	Paul Bradshaw	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr G Breeze
<b>Proposal</b>	WD01 – Introduction of Salary Sacrifice Pension AVCs (£30,000), and WD06 – Removal of the 5p per mile passenger car mileage rate (£23,000)						
<b>Outline Summary / Description of Proposal</b>							
This documents considers the impacts of the savings generated by Workforce & Organisation Development for the financial year 2020/21.							
WD01 – The conversion of Pension Additional Voluntary Contributions (AVC) to a Salary Sacrifice Scheme provides a saving of National Insurance contributions to both the employee and employer.							
WD06 – Under the existing Travel & Subsistence Policy, both the driver (in addition to the HMRC mileage rate) and passenger can claim 5 pence per mile on business journeys. The proposal is to remove the entitlement to claim passenger rate for both the driver and passenger(s).							

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

Version	Author	Job Title	Date
Draft	Graham Evans	Professional Lead – Employment Services	14.01.2020

### 2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£ -	£ -	£53,000	£	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
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No consultation required (please provide justification)

Neither WD01 or WD06 form part of employees' terms and conditions, therefore consultation to change is not required.  
The Council's Senior Leadership Team have been informed of the decision to implement WD06, along with supportive discussions with Trade Unions.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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### 4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY		
Adult Services <input checked="" type="checkbox"/>	Education <input checked="" type="checkbox"/>	Legal and Democratic Services <input checked="" type="checkbox"/>
Children's Services <input checked="" type="checkbox"/>	Finance <input checked="" type="checkbox"/>	Property, Planning and Public Protection <input checked="" type="checkbox"/>
Commissioning <input checked="" type="checkbox"/>	Highways, Transportation and Recycling <input checked="" type="checkbox"/>	Strategy, Performance and Transformation Programmes <input checked="" type="checkbox"/>
Customers and Communications <input checked="" type="checkbox"/>	Housing and Community Development <input checked="" type="checkbox"/>	Workforce and OD <input checked="" type="checkbox"/>
Data Protection Impact Assessment		
Will the proposal involve processing the personal details of individuals? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - <b>No change to current practices No Data Protection IA required</b>		
Is Powys County Council the data controller? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> - <b>No change to current practices No Data Protection IA required</b>		
If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment. For further advice please contact the Data Compliance Team.		

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### 4a Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)			
Powys <input checked="" type="checkbox"/>	Brecon <input type="checkbox"/>	Llandrindod and Rhayader <input type="checkbox"/>	Machynlleth <input type="checkbox"/>
	Builth and Llanwrtyd <input type="checkbox"/>	Llanfair Caereinion <input type="checkbox"/>	Newtown <input type="checkbox"/>
North <input type="checkbox"/>	Crickhowell <input type="checkbox"/>	Llanfyllin <input type="checkbox"/>	Welshpool and Montgomery <input type="checkbox"/>
Mid <input type="checkbox"/>	Hay and Talgarth <input type="checkbox"/>	Llanidloes <input type="checkbox"/>	Ystradgynlais <input type="checkbox"/>
South <input type="checkbox"/>	Knighton and Presteigne <input type="checkbox"/>		

### 5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal 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
<b>The Economy</b> <b>We will develop a vibrant economy</b>	No significant impact, however, a reduction of associated spend in both WD01 and WD06 will ensure that income targets are at least met, with employees also benefitting from savings through increasing their net pay.	Neutral	The higher the employee participation in the WD01 scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Neutral
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	Not Applicable	Choose an item.	Not Applicable	Choose an item.
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	Not Applicable	Choose an item.	Not Applicable	Choose an item.
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	No significant impact, however, a reduction of associated spend in both WD01 and WD06 will ensure that income targets are at least met with employees (who are also residents) also benefitting from savings through increasing their net pay	Neutral	The higher the employee participation in the WD01 scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Neutral

Source of Outline Evidence to support judgements
Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships.

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to 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
<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.	WD01 -Not applicable  WD06 – Employees should be encouraged to utilise digital equipment for meetings, rather than having to travel around the County increasing productivity and reducing carbon footprint.	Good		Choose an item.
<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).	Not applicable	Choose an item.		Choose an item.

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<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. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Not Applicable	Choose an item.		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Not Applicable	Choose an item.		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights – is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	Not Applicable	Choose an item.		Choose an item.
<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.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	Not Applicable	Choose an item.		Choose an item.
<b>Opportunities to promote the Welsh language</b>	Not Applicable	Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>People are encouraged to do sport, art and recreation.</i>	Not Applicable	Choose an item.		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Not Applicable	Choose an item.		Choose an item.
<i>Disability</i>	Not Applicable	Choose an item.		Choose an item.
<i>Gender reassignment</i>	Not Applicable	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	Not Applicable	Choose an item.		Choose an item.
<i>Race</i>	Not Applicable	Choose an item.		Choose an item.
<i>Religion or belief</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sex</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	Not Applicable	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	Not Applicable	Choose an item.		Choose an item.

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**Source of Outline Evidence to support judgements**

Not applicable as all available to all staff

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<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.	Not applicable	Choose an item.		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Not applicable	Choose an item.		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Not applicable	Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Not applicable	Choose an item.		Choose an item.
<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.	Not applicable	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Not applicable	Choose an item.		Choose an item.

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

*The integrated approach to support effective decision making*



Principle	How does the proposal 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
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Not applicable	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Not applicable	Choose an item.		Choose an item.
<b>Powys County Council Workforce:</b> What Impact will this change have on the Workforce?	WD01 – Employees will be benefiting from savings through increasing their net pay whilst also boosting their future retirement income.  WD06 – no negative impact as costs not incurred for travelling as a passenger.	Good	WD01 – communicate the benefits of the joining a Salary Sacrifice scheme, increasing the savings opportunities and future benefits for those who join.	Good
<b>Payroll:</b> How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	WD01 – reduction in National Insurance contributions realised for both the Council and employees enrolled in the scheme  WD06 – reduction in spend	Good	WD01 - The higher the employee participation in the scheme, the higher the savings realised by both employee and the employer. Continual promotion of this benefit is therefore key to additional future savings.	Good
<b>Welsh Language impact on staff</b>	Not applicable	Choose an item.		Choose an item.

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Principle	How does the proposal 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
<b>Apprenticeships:</b> Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	Not applicable	Choose an item.		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships.				

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8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Mitigation

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What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
WD01 - Reduction in Salary Sacrifice AVC members	Low	Increase communications and benefits of joining the scheme	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

10. Overall Summary and Judgement of this Impact Assessment?

Page 602	<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
	Creates positive savings for the council to assist with meeting budget targets with minimal impact on the workforce. The proposal also provides savings opportunities and future retirement benefits to employees.	
	<b>Overall Risk Judgement:</b>	Low

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

<b>What additional evidence and data has informed the development of your proposal?</b>
Cost analysis of current levels of expenditure and current non-salary sacrifice AVC memberships. Salary Sacrifice have been successfully rolled out in other Welsh Authorities, so is a proven benefit for both the Council and its employees.

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Quarterly reporting and senior team meetings will be spent assessing the impact and analyse whether on track or not.
<b>Please state when this Impact Assessment will be reviewed.</b>
Annually

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

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Graham Evans		
Head of Service:	Paul Bradshaw		
Director:	Ness Young		
Portfolio Holder:	Cllr G Breeze		

14. Governance

Decision to be made by	Portfolio Holder	Date required	
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**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Workforce and Organisation Development	<b>Head of Service</b>	Paul Bradshaw	<b>Director</b>	Ness Young	<b>Portfolio Holder</b>	Cllr G Breeze
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<b>Proposal</b>	WD02 - Savings from Leadership Development budget (£10,000), WD03 - Increase the uptake of Apprenticeship positions in the Council (£120,000),
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**Outline Summary / Description of Proposal**

This documents considers the impacts of the savings generated by Organisation Design and Development team (Workforce and OD Service) in the financial year 2020/21 through. Moving forwards we will be able to deliver a large part of our leadership and management development through apprenticeship programmes funded from the apprenticeship levy we pay to Welsh Government. This will significantly reduce the cost to delivering our leadership training programme. We will increase the number of apprentices we appoint to the Council and will place them in substantive vacancies the Council has decided to fill. This will enable apprentices to receive on the job training and will reduce the employment cost by c £12k per vacancy (this being the difference between the average cost of a suitable post for an apprentice and the cost of the apprentice).

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

Version	Author	Job Title	Date
Draft	Ross Young	Business Improvement Project Manager	07.01.2020
V1.01	Ross Young	Business Improvement Project Manager	14.01.2020
V1.02	Ross Young	Business Improvement Project Manager	14.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-	£-	£130,000	£-	£-	£-

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	EMT have received a paper on the apprenticeship approach and agreed the approach. Reducing the Leadership Development budget due to accessing the training through the apprenticeship levy leads to the money no longer being used to pay for the qualifications as previously required.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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### 4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?)  
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Adult Services <input checked="" type="checkbox"/>	Education <input checked="" type="checkbox"/>	Legal and Democratic Services <input checked="" type="checkbox"/>
Children's Services <input checked="" type="checkbox"/>	Finance <input checked="" type="checkbox"/>	Property, Planning and Public Protection <input checked="" type="checkbox"/>
Commissioning <input checked="" type="checkbox"/>	Highways, Transportation and Recycling <input checked="" type="checkbox"/>	Strategy, Performance and Transformation Programmes <input checked="" type="checkbox"/>
Customers and Communications <input checked="" type="checkbox"/>	Housing and Community Development <input checked="" type="checkbox"/>	Workforce and OD <input checked="" type="checkbox"/>

**Data Protection Impact Assessment**

Will the proposal involve processing the personal details of individuals? Yes  No  - **No change to current practices No Data Protection IA required**  
 Is Powys County Council the data controller? Yes  No  - **No change to current practices No Data Protection IA required**

If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment.  
 For further advice please contact the Data Compliance Team.

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### Geographical Locations

**What geographical area(s) will be impacted by the proposal? (Chose all those applicable)**

Powys <input checked="" type="checkbox"/>	Brecon <input type="checkbox"/>	Llandrindod and Rhayader <input type="checkbox"/>	Machynlleth <input type="checkbox"/>
North <input type="checkbox"/>	Builth and Llanwrtyd <input type="checkbox"/>	Llanfair Caereinion <input type="checkbox"/>	Newtown <input type="checkbox"/>
Mid <input type="checkbox"/>	Crickhowell <input type="checkbox"/>	Llanfyllin <input type="checkbox"/>	Welshpool and Montgomery <input type="checkbox"/>
South <input type="checkbox"/>	Hay and Talgarth <input type="checkbox"/>	Llanidloes <input type="checkbox"/>	Ystradgynlais <input type="checkbox"/>
	Knighton and Presteigne <input type="checkbox"/>		

### 5. How does your proposal impact on the council's strategic vision?

**Cyngor Sir Powys County Council**  
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*The integrated approach to support effective decision making*



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>The Economy</b>  <b>We will develop a vibrant economy</b></p>	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – Increasing the entry routes into the council may increase the retention of the 16-25 age group within county. This will aid the economy by the development of skilled workers within the county increasing the skilled workforce availability and enhancing the economic spending within local businesses and services.</p>	<p>Very Good</p>	<p>Utilising the Apprenticeship Levy better will create an improved ROI in terms of the council’s recovery of it’s spending on training and development.</p> <p>The council will seek to fill entry level roles with apprentices from in and around Powys; who will mainly come from school leavers, unemployed people and people who want to return to employment. Many of this group may well have sought employment or further education outside of Powys, the apprenticeship programme should therefore help and protect the future workforce in an aging population.</p>	<p>Very Good</p>
<p><b>Health and Care</b>  <b>We will lead the way in effective, integrated rural health and care</b></p>	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – Protecting the future workforce availability within social care is a priority. Social care is a high turnover sector. The council will look to increase the use of apprentices within Social care. Social care has a particularly high level of older workers, the engagement of apprenticeships will help to address some of this imbalance.</p>	<p>Good</p>	<p>Apprenticeships in Social care will be developed in conjunction with Powys Teaching Health Board to allow progression through the health and social care career pathway across multiple organisations within Powys, enhancing the attraction for young people who can make a lifelong career in the sector.</p>	<p>Very Good</p>

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# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	<p>Reduction in Leadership development budget – no effect due to utilising Apprenticeship Levy mechanism.</p> <p>Increase the uptake of Apprenticeship positions in the Council – Through appropriate workforce planning, a training needs analysis for each service will be conducted and collated, this will allow for the councils L&amp;D department to better respond to the needs of the council, improving the skills sustainability whilst contributing to potential financial efficiencies by training the right people at the right time. Developing the use of Higher Apprenticeships will further strengthen the career pathways in the council.</p>	Good	<p>Potential for a greater ROI on the levy usage to return training cost equivalent greater than we pay into the scheme, making the Powys Pound go further in learning and development.</p> <p>Creating more opportunities for Apprentices within the county will aid the learning and skills development of Powys residents.</p>	Very Good
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	<p>Reduction in Leadership development budget – no effect</p> <p>Increase the uptake of Apprenticeship positions in the Council – an increase in apprenticeship positions will improve the ability of services to achieve financial savings targets within the MTFP. Maintaining the financial robustness of the council is extremely important in this time of austerity, whilst delivering much needed and essential services to our residents.</p>	Good	<p>The increase in apprenticeships will enhance opportunities for one demographic group proportionately and may reduce the opportunities for other groups. Communications of the positives of providing opportunities for the next generation workforce should help address any concerns with other groups.</p>	Neutral

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Source of Outline Evidence to support judgements

6. How does your proposal impact on the Welsh Government’s well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<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.	Apprenticeship programmes will contribute to developing a skilled population for the Powys economy.	Good	Effective communication about the opportunities for apprentices and the efficiencies the programme will achieve will lead to greater uptake and a better return on the council’s investment.	Very 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).	Better use of the Powys Pound in the skill development of residents contributes to the social and economic benefits for the county.	Good	Greater communications of the opportunities to develop skills in this area, through engaging apprentices in suitable vacancies will lead to a greater uptake and greater council benefits.	Very Good

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Well-being Goal	How does proposal contribute to 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
<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><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	Not Applicable	Choose an item.		Choose an item.
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	Increasing opportunities, chiefly for the 16-25 age group will encourage people to stay in Powys and will therefore aid the age diversity within our communities	Good		Choose an item.
<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><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	Not Applicable	Choose an item.		Choose an item.
<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><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	Not Applicable	Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to 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
<i>Opportunities to promote the Welsh language</i>	Not Applicable	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Not Applicable	Choose an item.		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	Not Applicable	Choose an item.		Choose an item.
<i>Disability</i>	Not Applicable	Choose an item.		Choose an item.
<i>Gender reassignment</i>	Not Applicable	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	Not Applicable	Choose an item.		Choose an item.
<i>Race</i>	Not Applicable	Choose an item.		Choose an item.
<i>Religion or belief</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sex</i>	Not Applicable	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	Not Applicable	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	Not Applicable	Choose an item.		Choose an item.

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### Source of Outline Evidence to support judgements

DWP Data (August 2019) – 1,800 people actively looking for work via DWP Universal Credit Mechanism.

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal 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
<b>Sustainable Development Principle (5 ways of working)</b>				
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>Workforce planning facilitates the future by futureproofing services. Understanding the future recruitment and training requirements allows for planning and appropriate processes to be implemented. A comprehensive apprenticeship programme will support the engagement of young people and other age groups in Powys and will also help to future proof the talents and workforce we will need over the coming years.</p>	Good		Choose an item.
<p><i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>Partnership working is one of our key focuses and will be a focus of our Workforce Futures and wider Transformation Programme going forwards. The Health and Care Strategy outlines how we will achieve this. We plan to facilitate this work through re-design and Learning and Development contained in PSB/Area plan.</p> <p>Workforce planning for the joint health and social care workforce of Powys is one area we will work jointly in delivering with the PTHB and other partners. The apprenticeship programme is a key aspect of this.</p>	Good		Choose an item.

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Principle	How does the proposal 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
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>	Not Applicable	Choose an item.		Choose an item.
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	Not Applicable	Choose an item.		Choose an item.
<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>	Not Applicable	Choose an item.		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Developing the apprenticeship programme will encourage people into work and will help mitigate the impact of poverty	Good		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account	Not Applicable	Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Not Applicable	Choose an item.		Choose an item.
<b>Powys County Council Workforce:</b> What Impact will this change have on the Workforce?	Workforce planning will ensure that the workforce is suitable for the current and future needs of the council. Each service area will be challenged to ensure they have considered their needs including the engagement of apprentices.	Good		Choose an item.

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<b>Principle</b>	<b>How does the proposal 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>Payroll:</b> How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?	The deployment of apprentices in fully funded entry level vacancies costs less than recruiting to vacancies in the normal way. During 2020/21 we expect to reduce our payroll costs by £120,000 through this programme.	Good		Choose an item.
<b>Welsh Language impact on staff</b>	Not Applicable	Choose an item.		Choose an item.
<b>Apprenticeships:</b> Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	Increasing the number of apprentices is a key outcome of this proposal.	Very Good		Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
Cost Analysis of recruiting to entry level vacancies, comparing the cost of recruiting apprentices to the cost of filling vacancies from the local employment market.				

8. What is the impact of this proposal on our communities?

<b>Severity of Impact on Communities</b>	<b>Scale of impact</b>	<b>Overall Impact</b>
Low	Low	Low
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

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9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Medium
Mitigation		
Services encouraged through Workforce planning and ODD support mechanism to embrace apprentices at entry level roles.		

What are the risks to service delivery or the council following implementation of this proposal? (To be included within project risk register)

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of apprenticeship applicants	Medium	More marketing, working with schools, identified roles	Low
Poor workforce plans	Medium	ODD support provided to each service area	Low
Required management skills not developed	Medium	Further ODD activity to support	Low

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Creates positive savings for the council and improves the economic prospects for the younger generation entering the workforce.	
Overall Risk Judgement:	Low

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

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

12. On-going monitoring arrangements?

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

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

*The integrated approach to support effective decision making*



Quarterly reporting and senior team meetings will be spent assessing the impact and analyse whether on track or not

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

Annually

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ross Young		14.01.2020
Head of Service:	Paul Bradshaw		
Director:	Ness Young		
Portfolio Holder:	Cllr G Breeze		

14. Governance

Decision to be made by	Date required
Portfolio Holder	

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**FORM ENDS**

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