

County Council

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

Meeting date
Thursday, 25 February 2016

Meeting time
10.30 am



County Hall
Llandrindod Wells
Powys
LD1 5LG

For further information please contact
Stephen Boyd
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19 February, 2016

AGENDA

1.	APOLOGIES	CC15- 2016
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To receive apologies for absence.

2.	MINUTES	CC16- 2016
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To authorise the Chair to sign the minutes of the last meeting held on 20th January 2016 as a correct record.

(Pages 3 - 30)

3.	DECLARATIONS OF INTEREST	CC17- 2016
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

4.	REVISED MINIMUM REVENUE PROVISION ANNUAL STATEMENT 2016/17	CC18- 2016
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To consider the Revised Minimum Revenue Provision Annual Statement for 2016/17.

(Pages 31 - 38)

5.	BUDGET FOR 2016/17, MEDIUM TERM FINANCIAL STRATEGY AND CAPITAL PROGRAMME FOR 2016-2021	CC19- 2016
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To consider the budget for 2016/17, the Medium Term Financial Strategy and the Capital Programme for 2016-2021.

(Pages 39 - 750)

6.	APPOINTMENT TO CARE AND REPAIR	CC20- 2016
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To consider appointing a member to serve on Care and Repair.

7.	QUESTION TO THE PORTFOLIO HOLDER FOR ENVIRONMENT AND SUSTAINABILITY FROM COUNTY COUNCILLOR GARETH RATCLIFFE	CC21- 2016
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1. Can the portfolio holder please provide the number of households still on purple sacks collection and provide a rationale in coming to the decision on costs of replacement purple sacks?

2. Could the portfolio holder provide the costs for other councils on the sack system?

(Pages 751 - 752)

CC16- 2016

MINUTES OF A MEETING OF THE COUNTY COUNCIL HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS ON 20TH JANUARY 2016

PRESENT

County Councillor PJ Ashton (Chair)

County Councillors M C Alexander, D Bailey, R G Brown, J H Brunt, K W Curry, A W Davies, E R Davies, L R E Davies, M J B Davies, S C Davies, S Davies, M J Dorrance, DO Evans, V E Evans, W J Evans, L Fitzpatrick, R I George, C J Gibson-Watt, MR Harris, P Harris, S M Hayes, A Holloway, J C Holmes, G Hopkins, E A Jones, D C Jones, M J Jones, E M Jones, Eldrydd M Jones, G M Jones, J R Jones, W T Jones, F H Jump, H Lewis, M C Mackenzie, DJ Mayor, S McNicholas, P J Medlicott, D W Meredith, E T Morgan, G Morgan, J G Morris, W J T Powell, W D Powell, G D Price, D R Price, P C Pritchard, G W Ratcliffe, K M Roberts-Jones, J G Shearer, K S Silk, KF Tampin, D A Thomas, W B Thomas, A G Thomas, D G Thomas, R G Thomas, TG Turner, T J Van-Rees, G P Vaughan, D H Williams, S L Williams, J M Williams and G I S Williams

1.	APOLOGIES	CC1- 2016
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Apologies for absence were received from County Councillors G R Banks, G J Bowker, L V Corfield, D E Davies, D R Jones, P E Lewis, R H Mills and E A York.

2.	MINUTES	CC2 - 2016
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The Chair was authorised to sign the minutes of the meeting held on 21st October 2015 as a correct record subject to the following amendments: the inclusion of County Councillor KF Tampin in the list of members present and the deletion of County MJ Jones from the list of members present.

3.	DECLARATIONS OF INTEREST	CC3 - 2016
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There were no declarations of interest reported.

4.	CHAIR'S ANNOUNCEMENTS	CC4 - 2016
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The Chair of Council reported on some of the activities he had undertaken since the last meeting. He had been pleased to host the staff awards ceremony in December and he congratulated all those who had been nominated. He had also presented a number of silver kite awards including one to Lloyd Crawley from Penrycae who had won gold and silver medals representing Great Britain in badminton at the Special Olympics in Los Angeles.

The Chair also advised that before the start of the meeting he had received a petition containing over 2,000 signatures calling for the day care centre in Llanidloes to be kept open. He would pass the petition on to the Leader of the Council.

5.	LEADER'S ANNOUNCEMENTS	CC5 - 2016
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The Leader reported that since the announcement of the provisional settlement he had been in contact with the county's AMs seeking their support for a better deal for Powys. Work on the budget was continuing and Cabinet would meet on 18th February to recommend a budget to Council on 25th February. The Leader also mentioned the RWAS Winter Fair where the Council had hosted a number of events.

6.	CHIEF EXECUTIVE'S BRIEFING	CC6 - 2016
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The Chief Executive referred to the opening of the new Welsh medium primary school at Ysgol Dafydd Llwyd in Newtown. This £8.4m investment had been supported by a 50% contribution towards capital costs from the Welsh Government's 21st Century Schools programme. The Chief Executive also advised that the Council had received £300,000 from Welsh Government as a contribution towards the set-up costs of integration and that Julie Rowles had joined the Council on a 12 month secondment to help progress integration. Integrated care pathways for older people had been introduced in Ystradgynlais and would be rolled out in Machynlleth and Llanidloes. The Chief Executive also reported that work was due to start on the Newtown bypass in February and that work on the new Dyfi bridge would begin later in the year. Finally, he reported that the Council was supporting an event being held by the Seren Network to encourage high achieving pupils to apply for Russell Group universities including Oxford and Cambridge. 80 Powys pupils would be taking part in the project.

7.	VIREMENTS REQUIRING COUNCIL APPROVAL	CC7 - 2016
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In response to a question about the virement for the Housing Revenue Account, the Portfolio Holder for Property Buildings and Housing advised that clarification was being sought as to whether it could be used to build council houses. In response to a question on the virement for Brecon Cultural Hub he advised that he had received notification that the Heritage Lottery Fund Executive Board had approved £750k funding for the scheme.

RESOLVED	Reason for Decision:
To approve the virements set out in the schedule filed with the signed minutes.	As required by financial standing orders.

8.	APPOINTMENTS TO COMMITTEES AND OUTSIDE BODIES BY POLITICAL GROUPS APPROVED BY THE MONITORING OFFICER	CC8 - 2016
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Council noted the following appointments made to committees by political groups and approved by the Monitoring Officer under the general power of delegation granted by Council:

County Councillors David Price and Gillian Thomas appointed to the Audit Committee by Powys Independent Alliance to fill vacancies.

County Councillor Garry Banks appointed to Place Scrutiny Committee by Labour in place of County Councillor Matthew Dorrance.

County Councillor James Gibson-Watt appointed to People Scrutiny Committee by the Liberal Democrats to fill a vacancy.

County Councillor Graham Jones appointed to Place Scrutiny Committee in place of County Councillor Gwilym Williams.

9.	CHAIRS OF SCRUTINY COMMITTEES	CC9 - 2016
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Council considered the report of the Solicitor to the Council and noted that it fell to the Conservative Group to hold the position of Chair of the Place Scrutiny Committee. The Conservative Group had nominated County Councillor Graham Jones to the position.

RESOLVED	Reason for Decision:
To allocate the Chair of the Place Scrutiny Committee to the Conservative Group and to appoint County Councillor Graham Jones to that position.	To comply with statutory requirements (including those concerning the need for political balance) and the Council's Constitution in relation to the allocation and appointment of committee seats and Chairs.

10.	APPOINTMENT OF INDEPENDENT (LAY) MEMBER ON THE STANDARDS COMMITTEE	CC10 - 2016
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Council considered the report of the Solicitor to the Council on the appointment of an Independent (Lay) Member to the Standards Committee and the recommendation of the Standards Committee Appointments Panel that Mr Stephan Hays be appointed.

RESOLVED	Reason for Decision
That Mr Stephan Hays be appointed as an Independent (Lay) Member of the Standards Committee for a period of 6 years from 26th January 2016.	To comply with the requirements of the Independent (Lay) Members of the Standards Committee as required by the Standards Committees (Wales) Regulations 2001 (as amended).

Council placed on record its thanks to Mr Ralph Miller for his years of service on the Standards Committee as an Independent (Lay) Member.

11.	WYE NAVIGATION ADVISORY COMMITTEE	CC11 - 2016
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Council considered a letter from the Environment Agency asking for the appointment of a member to serve on the Wye Navigation Advisory Committee.

RESOLVED	Reason for Decision:
That County Councillor Kelvyn	To fill a vacancy.

Curry be appointed to the Wye Navigation Advisory Committee.	
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12.	COUNCIL FORWARD WORK PROGRAMME	CC12 – 2016
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Council considered its forward work programme for 2016.

RESOLVED	Reason for Decision
To approve the Council forward work programme for 2016.	To set the Council's work programme for the year.

13.	NOTICE OF MOTION – PUBLIC PARTICIPATION IN COUNCIL MEETINGS	CC13 - 2016
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Council debated the following motion proposed by County Councillor Gemma Bowker and seconded by County Councillor John Morris:

Powys County Council

- believes that we should do more to encourage residents of Powys to have a greater say in all council meetings
- thinks that public participation provides a means by which those with a view to express are able to do so at meetings where particular issues are being raised
- believes public engagement would be improved by offering a structured format at the start of all meetings of the council and its committees for members of the public to address councillors
- notes that a large proportion of Welsh local authorities already make provision for public participation at meetings

This council resolves

1. to empower the Democratic Services Committee to look at ways in which public participation operates successfully across Wales.
2. to explore options for introducing public participation and make proposals aimed at introducing a system to allow members of the public to contribute in council meetings.

More than ten members present called for a recorded vote.

M.C. ALEXANDER	FOR
P.J. ASHTON	FOR
D. BAILEY	AGAINST
G.R. BANKS	APOLOGY
G.C. BOWKER	APOLOGY
R.G. BROWN	FOR
J.H. BRUNT	AGAINST
L.V. CORFIELD	APOLOGY
K.W. CURRY	FOR
A.W. DAVIES	FOR
D.E. DAVIES	APOLOGY
E.R. DAVIES	AGAINST
L.R.E. DAVIES	ABSTAIN
M.J.B. DAVIES	FOR
S.C. DAVIES	FOR
S. DAVIES	AGAINST
M.J. DORRANCE	FOR
D.O. EVANS	ABSTAIN
V.E. EVANS	ABSTAIN
W.J. EVANS	AGAINST
W.A. FITZPATRICK	ABSTAIN
R.I. GEORGE	FOR
J. GIBSON-WATT	FOR
M.R. HARRIS	AGAINST
P. HARRIS	ABSTAIN
S.M. HAYES	AGAINST
A. HOLLOWAY	ABSTAIN
J.C. HOLMES	AGAINST
G.G. HOPKINS	AGAINST
D.C. JONES	FOR
D.R. JONES	APOLOGY
E.A. JONES	FOR
ELDRYDD M. JONES	AGAINST
E.M. JONES	AGAINST
G.M. JONES	FOR
J. JONES	AGAINST
M.J. JONES	ABSTAIN
W.T. JONES	AGAINST
F.H. JUMP	FOR
H. LEWIS	AGAINST
P.E. LEWIS	APOLOGY
M. MACKENZIE	FOR
D.J. MAYOR	FOR
S. MCNICHOLAS	FOR
P.J. MEDLICOTT	AGAINST
D.W. MEREDITH	FOR
R.H. MILLS	APOLOGY
E.T. MORGAN	FOR
G. MORGAN	FOR
J.G. MORRIS	FOR
W.J.T. POWELL	ABSTAIN

W.D. POWELL	FOR
D.R. PRICE	AGAINST
G.D. PRICE	FOR
P.C. PRITCHARD	AGAINST
G.W. RATCLIFFE	ABSTAIN
K.M. ROBERTS-JONES	ABSTAIN
J.G. SHEARER	AGAINST
K.S. SILK	FOR
K.F. TAMPIN	AGAINST
A.G. THOMAS	AGAINST
D.A. THOMAS	FOR
D.G. THOMAS	AGAINST
R.G. THOMAS	FOR
W.B. THOMAS	FOR
T.G. TURNER	FOR
T.J. VAN REES	AGAINST
G.P. VAUGHAN	AGAINST
G.I.S. WILLIAMS	AGAINST
D.H. WILLIAMS	FOR
J.M. WILLIAMS	FOR
S.L. WILLIAMS	FOR
A.YORK	APOLOGY

The resolution was passed by 31 votes to 24 with 10 abstentions.

RESOLVED

- 1. to empower the Democratic Services Committee to look at ways in which public participation operates successfully across Wales.**
- 2. to explore options for introducing public participation and make proposals aimed at introducing a system to allow members of the public to contribute in council meetings.**

14.	QUESTIONS IN ACCORDANCE WITH THE CONSTITUTION	CC14 - 2016
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14.1 Question to the Portfolio Holder with responsibility for Children's Social Services from County Councillor Huw Williams

How many fully qualified dedicated Social workers are employed within Children Services in Powys and where are they located? Also, what is their current average 'case work' load and how does this compare to other authorities and national guidelines?

Children's Services is currently operating 4 social work teams that are responsible for the day to day handling of the referral and assessments process, and the ongoing case load management of Child in Need, Child Protection and Looked After Children caseloads. Social workers hold generic caseloads and the mix of these caseloads would be dependent on their experience and the complexity of the cases.

The following table shows a breakdown of social workers in the 4 operational child care teams as per the current structure at the start of November 2015. It should be noted that a Team Manager would not hold cases, and the Principal social worker would hold a reduced caseload due to other responsibilities.

	Team Manager	Principal Social Worker	Senior Practitioner	Social Worker
Brecon and Ystrad Children's Team	1	1	2	7
Radnor Children's Team	1	1	2	5
Newtown Children's Team	1	1	2	5
Welshpool Children's Team	1	1	2	5
Total worker	4	4	8	22
Total case open cases 12.11.2015		561 open cases		
Average cases load		16.5 cases per worker		

The following County wide teams who have bases both in the North and South of the County have been excluded from the average case load calculations. In relation to the Children With Disabilities Team, and the 16 Plus Team cases are held by both qualified and unqualified workers (we can provide a breakdown of this upon request). In relation to the IFST/TANS teams they are crisis intervention teams who respond to immediate crisis and offer short term intensive support. Workers in these teams do not hold case responsibility as this remains with the allocated social worker. Finally the Fostering Teams and Adoption teams undertake assessments however do not work directly with children and young people accessing services, again the case responsibility for children and young people will rest with the allocated social worker.

	Team Manager	Principal Social Worker	Senior Practitioner	Social Worker
Children with Disabilities	1	1	2	3.5
Open Cases as at 12.11.15	169			
16 Plus	1	1	2	3
Open Cases as at 12.11.15	124			
IFST/TANS	1	1		6
Fostering Team	1	1	2	6
Adoption	1			5.1
Total	5	4	6	23.6

The Welsh Assembly does not publish any national figures on average caseloads and therefore no direct comparisons are available with other Welsh Authorities. This said there have been a number of reports that have been produced in recent years that attempts to answer this question.

During 2012 Community Care undertook a survey covering 925 social workers from across the UK. This research suggested the UK average case load for a Child Care social worker was 25 cases.

More recently the Department for Education produced a report entitled "Children's Social Work Workforce during year ending 30 September 2014". This suggested that 16 child in need cases were held per full time equivalent.

In answer to Councillor Williams' supplementary question regarding the proposal to cut 20% from the Children's Services budget, equivalent to 7 social worker posts, the Portfolio Holder explained that the 20% reduction would be from the service as a whole and not just the staffing budget so it did not follow that 7 social worker posts would be cut. A review of Children's Services was underway tasked with implementing budget savings while keeping a safe service. The Portfolio Holder let members have details of the budget proposals when available.

14.2 Question to the Portfolio Holder for Finance from County Councillor Bob Mills

It is very important that we keep council tax to a minimum so why not move the appropriate personnel into the Shires and get rid of County Hall?

Keeping Council Tax as low as possible for our residents is something that we all as Councillors would like to achieve. However, in recent years achieving a low level of Council Tax has proved impossible due to the very poor funding settlements that has been received by the Council from Welsh Government. The position for next year is that we have received the lowest settlement in Wales with a cut in our AEF of 4.1% for 2016/17, which equates to £7.147 million. In addition to this the Council has around £5million of unavoidable growth pressure (e.g. Pay inflation, increase in employer's national insurance contributions, increased contributions to pension fund) which in total means that there are savings required of approx. £13million. Further significant savings will be required to be found for at least the following three years.

Cabinet have been working on a 3 year budget plan since June 2015, and have made substantial progress, but all calculations have been done on the assumption of a 3.75% Council Tax increase, and with the settlement we have received, it is looking extremely unlikely that it will be possible to provide a legally balanced budget for 2016/17 without some use of reserves. If Council was to set a low Council Tax increase at say 1%, that would mean that a shortfall in funding of income of £1.550million, and that shortfall would either have to be found either from further cuts in service or by a very large call on reserves. The problem with using reserves is that you can only spend them once, but the shortfall in funding outlined above will be repeated each and every year as we move forward. There are no easy choices in the situation facing our Council.

With regards to the issue raised of County Hall. The Cabinet have clearly set the Council on a course of reviewing the entire property portfolio, and the Councils Office accommodation throughout the County is not exempt from that process. With the planned changes to service delivery the Council needs to evaluate what office space it will need for future and to rationalise accordingly. There may come a time when County Hall may indeed not be needed, but that point in time certainly has not yet arrived. It may well turn out that County Hall may be one of the most difficult buildings in Powys to actually dispose of, and a quite different solution may be therefore needed.

There was no supplementary question.

14.3 Question to the Portfolio Holder for Property, Buildings and Housing from County Councillor Gwilym Williams

Can you please tell me how many County Council houses, that would include flats and all residential properties, that are currently unoccupied and how many of these have been unoccupied for more than six months?

As at 4th January 2015, there were 106 empty council homes in Powys, managed by the Housing Revenue Account (HRA). Of these 24 had been vacant for more than 6 months.

The HRA manages 5,397 properties so the number of empty properties represents 1.96% of the housing stock, and the number empty for more than 6 months represents 0.44% of the housing stock.

There was no supplementary question.

14.4 Question to the Portfolio Holders for Regeneration and Planning and Property, Buildings and Housing from County Councillor Matthew Dorrance

In November 2015, the Cabinet Member informed Brecon's County Councillors that the planned cultural hub was delayed partly because of a funding shortfall.

Will the Cabinet Member provide Council with an updated position statement, details of the financial shortfall and how the Council plans to close this funding gap so that this regeneration project can proceed?

The Brecon Cultural Hub is a flagship project for the County Council and is part of a major regeneration opportunity for Brecknockshire. The project has taken longer than expected to deliver, largely due to the Grant Funding process, Planning and Built Heritage requirements and ensuring affordability prior to tendering the work to the market through redesign but is now on the cusp of becoming a reality.

There is concern that with an industry increase in building costs running at an average of 6.5% per annum since the submission of the HLF bid (April 2013) that the budget set aside will not be sufficient. This, however, is now dependent on how the market responds to the tendered opportunity following the extensive cost reduction exercise and progression of the detailed design.

In addition to the cost reduction exercise, every effort is being made to close the funding gap including securing £300,000 of additional funding from local partners, Trusts and individuals and the submission of an application to the Heritage Lottery Fund (HLF) for a grant increase of £373,457. The support from local partnerships has been crucial in attracting significant additional funding from organisations such as the HLF and we are optimistic that the scheme will be affordable without putting undue pressure on the Councils resources.

Subject to a full cost analysis of the market response alongside the support from funding partners; if the costs remain greater than the budget allocated, the Cabinet will consider how to fund the gap. The Cabinet is aware of the importance of this project to Brecknockshire and the effort, resource and partnership support that has enabled it to reach this stage.

In answer to Councillor Dorrance's supplementary question as to what plans were in place if financial backing from the HLF did not materialise, the Portfolio Holder advised that the funding was in place for the project to proceed. If funding did fall through other capital funding would have to be sought.

14.5 Question to the Portfolio Holder for Education from County Councillor Matthew Dorrance

Does the Cabinet think it's fair to ask Learning Support Assistants in Schools to fund a £15 registration fee to enable them to do their jobs?

The Council, in common with the majority of other councils in Wales, responded to the Education Workforce Council's consultation on this proposal by making it clear that it did not support the introduction of registration fees for Learning Support Assistants and the additional financial burden that it would bring, either to the Council or the Learning Support Assistants themselves. The Cabinet has yet to make a formal decision on this matter but the Council's policy on the payment of professional and registration fees is currently being reviewed to ensure that whatever decision is taken, there is equity in the provisions for all staff.

In answer to Councillor Dorrance's supplementary question, the Portfolio Holder said that the Cabinet had yet to consider the matter.

14.6 Question to the Adult Social Care from County Councillor Graham Jones

In the face of deep concerns from your electors, is Powys County Council willing to re-think its funding priorities in order to safeguard both day care, and the vital day centres, for its vulnerable elderly; taking into account that the professional care currently provided by Maes-y-Wennol Day Centre, Llanidloes, for example, could not be guaranteed by the voluntary sector? What positive alternative measures are you considering to help this situation, I feel as an authority that we must try our utmost to look after our elderly residents?

Councillors will recall that in the 2014/15 budget debate, Council resolved to 'reconfigure day time activities for older people and withdraw from Council direct delivery and invest in new models of care'.

Subsequently, funding pressures have increased substantially and both Cabinet and Council have expressed a clear expectation that Adult Social Care should bear its share of funding reductions, reinforcing the pressure to consider alternative models of day-time activity for older people. The model followed

hitherto, of direct provision of day care by the council from council buildings, is not affordable within the resources now available.

In the wider context, models of provision are changing nationally, with discussion taking place in many forums about the best way to meet older people's needs and provision increasingly moving away from traditional fixed-base day care. The future service will need to address the requirements of the Social Services and Wellbeing Act

On 20th October Cabinet agreed to a detailed consultation on older people's day-time services, preceded and shaped by a 'listening and learning' discussion with stakeholders. On the conclusion of the consultation and its evaluation, a further paper will be brought to Cabinet with options for decision.

I know all members share your concern that day time provision for older residents in Powys should meet identified needs and help keep residents active and independent. The challenge of the consultation is to arrive at and evaluate different options for service development which meet the reduced budget, cater for a wider audience and fulfil the requirements under the new Social Services and Wellbeing Act. There is no preferred model at this stage, and councillors will appreciate that it would run counter to the effectiveness of the review and consultation if undertakings or guarantees were to be given in advance in respect of any part of the current service provision.

At the budget setting process, I must remind Councillors, that it was agreed in February 2013 that the budget for Day Centres was to be substantially reduced. This reduction in budget decreases the available funding from circa £4,000 per client to circa £800 from 2018.

In his supplementary question Councillor Jones asked what plans were in place to meet increased demand for residential accommodation if day centres were to close. The Portfolio Holder explained that the Cabinet was still long way from taking a decision on this and that the listening and learning exercise was underway, after which there would be a formal consultation. As part of the listening and learning exercise, Members were invited to a seminar on the afternoon of 29th January and the Portfolio Holder urged everyone to attend.

14.7 Question to the Portfolio Holder for Environment and Sustainability from County Councillor Gemma Bowker

Could the portfolio holder please provide reassurance that, following the significant increases in fees for bereavement services to full recovery rates, the bereavement service is being as well and efficiently run as possible and offering those having to meet these charges at a difficult time are provided with high levels of care and value for money?

In 2015, a review of the fees for bereavement services was undertaken. The review concluded that the existing fees did not cover the cost of the service. Furthermore when compared with other Welsh authorities, were found to be in the lowest quartile. Although significant, the increased fees introduced in January 2016 will not mean that the service is achieving full cost recovery, but will result in considerable progress being made towards achieving this in the future.

The existing service will continue to offer an efficient but considerate service to bereaved families during their difficult time.

There was no supplementary question.

14.8 Question to the Portfolio Holder for Environment and Sustainability from County Councillor Graham Jones

Now that higher burial charges may be imposed by Powys County Council re: Cemeteries, concerns are that some families simply cannot afford these extra charges.

Has the Council considered that if these excessively high increased charges are implemented, this could well lead to an environmental problem?

What measures are the Council proposing, to address this?

It is acknowledged that the increases in burial fees are significant. However they are necessary in order for the Council to make significant progress towards full cost recovery in the future.

It is acknowledged that some families may struggle to afford a burial given the extra charges. This fact was taken into account when revising the new fees and this is why the Council did not go for full cost recovery at this present time.

In answer to Councillor Jones' supplementary question about public service funerals, the Portfolio Holder explained that the service was only recovering 72% of costs. He also advised that since 2012 there has been a fall in the number of public service funerals.

14.9 Question to the Portfolio Holder for Education from County Councillor David Meredith

In view of the significance that the uptake of Free School Meals has on the Family of Schools in which a School is situated. What action is the Authority taking along with ERW in order to provide better promotional material for schools to send out to parents in order to encourage them to apply? Furthermore when is the Authority likely to introduce a Cashless System which will avoid any embarrassment for those pupils receiving Free School Meals?

The authority has previously provided schools with letters to send to parents around the benefits to the Child, Parent, School and Local Authority of receiving free school meals. The award of free school meal entitlement is now undertaken by the council's income and awards team who undertake the assessment for other benefits such as Housing Benefit and Council Tax reduction etc. The service also undertakes a full check of entitled families in the first 2 – 3 weeks of January to ensure that all entitled children are given the Free School Meal entitlement in readiness for the PLASC return.

The roll out of the cashless system is expected to commence in February.

In response to Councillor Meredith's question on what the authority was doing to compliment the publicity work being undertaken by Erw to improve the take-up of free school meals, the Portfolio Holder said he would let the member know.

14.10 Question to the Portfolio Holder for Education from County Councillor David Meredith

When is the Authority going to take the decision on Welsh-medium Education in the Secondary Sector in the South of the County and, if not in the foreseeable future, when does the Authority intend notifying parents, especially of those who currently have children in Year 6 of where their children are going to receive their Welsh-medium Education with effect from September, 2016?

The future of Welsh-medium secondary education in the South and Mid Powys is being considered as part of the on-going Secondary School Review – which includes Builth, Llandrindod, Brecon and Gwernyfed High Schools. It is anticipated that the review will be completed soon. However, the Authority will be writing to parents of primary and secondary Welsh-medium pupils within the next week about the specific availability of Welsh-medium provision in September 2016.

In response to Councillor Meredith's supplementary question as to when a decision would be taken so that governing bodies could plan ahead for 1st September, the Portfolio Holder confirmed that the Cabinet would be taking a decision soon.

County Councillor PJ Ashton (Chair)

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**COFNODION CYFARFOD CYNGOR SIR POWYS A GYNHALIWIYD YN SIAMBR Y
CYNGOR, NEUADD Y SIR, LLANDRINDOD AR 20 IONAWR 2016**

PRESENNOL

Cynghorydd Sir PJ Ashton (Cadeirydd)

Cynghorwyr Sir M C Alexander, D Bailey, R G Brown, J H Brunt, K W Curry, AW Davies, E R Davies, L R E Davies, M J B Davies, S C Davies, S Davies, M J Dorrance, D O Evans, V E Evans, W J Evans, L Fitzpatrick, R I George, C J Gibson-Watt, M R Harris, P Harris, S M Hayes, A Holloway, J C Holmes, G Hopkins, E A Jones, D C Jones, M J Jones, E M Jones, Eldrydd M Jones, G M Jones, J R Jones, W T Jones, F H Jump, H Lewis, MC Mackenzie, DJ Mayor, S McNicholas, P J Medlicott, D W Meredith, E T Morgan, G Morgan, J G Morris, W J T Powell, W D Powell, G D Price, D R Price, P C Pritchard, G W Ratcliffe, K M Roberts-Jones, J G Shearer, K S Silk, KF Tampin, D A Thomas, W B Thomas, A G Thomas, D G Thomas, R G Thomas, TG Turner, T J Van-Rees, G P Vaughan, D H Williams, S L Williams, J M Williams a G I S Williams

1.	YMDDIHEURIADAU	CC1- 2016
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Derbyniwyd ymddiheuriadau am absenoldeb oddi wrth y Cynghorwyr Sir G R Banks, G J Bowker, L V Corfield, D E Davies, D R Jones, P E Lewis, R H Mills ac E A York.

2.	COFNODION	CC2 – 2016
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Awdurdodwyd y Cadeirydd i arwyddo cofnodion y cyfarfod a gynhaliwyd ar 21 Hydref 2015 fel cofnod cywir yn amodol ar y diwygiadau canlynol: cynnwys y Cynghorydd Sir KF Tampin yn y rhestr o aelodau oedd yn bresennol a dileu'r Cynghorydd MJ Jones o'r rhestr o aelodau oedd yn bresennol.

3.	DATGANIADAU DIDDORDEB	CC3 - 2016
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Ni adroddwyd am unrhyw ddatganiadau diddordeb.

4.	CYHOEDDIADAU'R CADEIRYDD	CC4 - 2016
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Soniodd Cadeirydd y Cyngor am rai o'r gweithgareddau y bu'n eu gwneud ers y cyfarfod diwethaf. Fe gafodd y pleser o gynnal y seremoni gwobrwyon staff ym mis Rhagfyr a mynegodd ei longyfarchion i'r cyfan a gafodd eu henwebu. Cyflwynodd nifer o wobrwon barcud arian hefyd gan gynnwys un i Lloyd Crawley o Benycae a enillodd fedalau aur ac arian gan gynrychioli Prydain Fawr mewn badminton yn y Gemau Olympaidd Arbennig yn Los Angeles.

Cyn dechrau'r cyfarfod, dywedodd y Cadeirydd ei fod wedi derbyn deiseb sy'n cynnwys dros 2,000 o lofnodion yn gofyn am gadw'r ganolfan gofal dydd yn Llanidloes ar agor. Byddai'n trosglwyddo'r ddeiseb i Arweinydd y Cyngor.

5.	CYHOEDDIADAU'R ARWEINYDD	CC5 - 2016
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Ers cyhoeddi'r setliad dros dro, dywedodd yr Arweinydd ei fod wedi bod mewn cysylltiad gydag ACau y sir yn gofyn am eu cefnogaeth ar gyfer trefniant gwell i Bowys. Roedd y gwaith ar y gyllideb yn parhau a byddai'r Cabinet yn cwrdd ar y 18 Chwefror i argymhell cyllideb i'r Cyngor ar 25 Chwefror. Soniodd yr Arweinydd hefyd am Ffair Aeaf CAFC lle'r oedd y Cyngor yn cynnal nifer o ddigwyddiadau.

6.	NODYN BRIFFIO'R PRIF WEITHREDWR	CC6 - 2016
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Cyfeiriodd y Prif Weithredwr at agor ysgol gynradd cyfrwng Cymraeg newydd yn Ysgol Dafydd Llwyd, Y Drenewydd. Roedd y buddsoddiad £8.4m hwn wedi cael ei gefnogi gan gyfraniad o 50% tuag at gostau cyfalaf trwy raglen Ysgolion yr Unfed Ganrif ar Hugain, Llywodraeth Cymru. Dywedodd y Prif Weithredwr hefyd fod y Cyngor wedi derbyn £300,000 oddi wrth Lywodraeth Cymru fel cyfraniad tuag at gostau sefydlu integreiddio a bod Julie Roweles wedi ymuno â'r Cyngor ar secondiad o 12 mis i helpu gwneud cynnydd gydag integreiddio. Mae Llwybrau Gofal Integredig i bobl hŷn wedi cael eu cyflwyno yn Ystradgynlais a byddent yn cael eu cyflwyno ym Machynlleth a Llanidloes. Dywedodd y Prif Weithredwr hefyd y byddai'r gwaith yn dechrau ar ffordd osgoi'r Drenewydd ym mis Chwefror ac y byddai'r gwaith ar y bont Ddyfi newydd yn dechrau'n ddiweddarach yn y flwyddyn. Yn olaf, dywedodd y byddai'r Cyngor yn cefnogi digwyddiad a gynhelir gan Rwydwaith Seren i annog disgyblion sydd â chyrhaeddiad uchel i ymgeisio am brifysgolion Grŵp Russell gan gynnwys Rhydychen a Chaergrawnt. Byddai 80 o ddisgyblion Powys yn cymryd rhan yn y prosiect.

7.	TROSGLWYDDIADAU ARIANNOL SY'N GOFYN AM GYMERADWYAETH Y CYNGOR	CC7 - 2016
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Mewn ymateb i gwestiwn am y trosglwyddiad ariannol ar gyfer y Cyfrif Refeniw Tai, dywedodd yr Aelod Portffolio Eiddo, Adeiladau a Thai fod gofyn cael eglurhad am y posibilrwydd o'i ddefnyddio i adeiladu tai cyngor ai peidio. Mewn ymateb i gwestiwn am y trosglwyddiad ariannol ar gyfer Canolfan Ddiwylliannol Aberhonddu, dywedodd ei fod wedi derbyn hysbysiad fod Bwrdd Gweithredol Cronfa Treftadaeth y Loteri wedi cymeradwyo nawdd o £750k ar gyfer y cynllun.

PENDERFYNWYD	Rheswm dros y Penderfyniad:
Cymeradwyo'r trosglwyddiadau ariannol a nodwyd yn yr atodlen a ffeiliwyd gyda'r cofnodion a arwyddwyd.	Fel sy'n ofynnol yn unol â rheolau sefydlog ariannol.

8.	PENODIADAU AR BWYLLGORAU A CHYRFF ALLANOL GAN GRWPIAU GWLEIDYDDOL A GYMERADWYWD GAN Y SWYDDOG MONITRO	CC8 - 2016
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Nododd y Cyngor fod y penodiadau canlynol wedi cael eu gwneud ar bwyllgorau gan grwpiau gwleidyddol ac wedi'u cymeradwyo gan y Swyddog Monitro dan bwerau dirprwyo cyffredinol a ganiatawyd gan y Cyngor.:

Penodwyd y Cyngorwyr Sir David Price a Gillian Thomas ar y Pwyllgor Archwilio gan Gynghrair Annibynnol Powys i lenwi swyddi gwag.
 Penodwyd y Cyngorydd Garry Banks ar y Pwyllgor Craffu Lle gan Lafur yn hytrach na'r Cyngorydd Sir Matthew Dorrance.
 Penodwyd y Cyngorydd Sir James Gibson-Watt ar y Pwyllgor Craffu Pobl gan y Democratiaid Rhyddfrydol i lenwi swydd wag.
 Penodwyd y Cyngorydd Sir Graham Jones ar y Pwyllgor Craffu Lle yn hytrach na'r Cyngorydd Sir Gwilym Williams.

9.	CADEIRYDDION Y PWYLLGORAU CRAFFU	CC9 - 2016
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Fe wnaeth y Cyngor ystyried adroddiad Cyfreithiwr y Cyngor a nodi mai cyfrifoldeb y Grŵp Ceidwadol oedd llenwi swydd Cadeirydd y Pwyllgor Craffu Lle. Roedd y Grŵp Ceidwadol wedi enwebu'r Cyngorydd Sir Graham Jones ar gyfer y swydd.

PENDERFYNWYD	Rheswm dros y Penderfyniad:
Dyrannu swydd Cadeirydd y Pwyllgor Craffu Lle i'r Grŵp Ceidwadol a phenodi'r Cyngorydd Sir Graham Jones i'r swydd honno.	Cydymffurfio â gofynion statudol (gan gynnwys y rheini sy'n ymwneud â'r angen am gydbwysedd gwleidyddol) a Chyfansoddiad y Cyngor mewn perthynas â dyrannu a phenodi seddi a Chadeiryddion pwyllgorau.

10.	PENODI AELOD ANNIBYNNOL (LLEYG) AR Y PWYLLGOR SAFONAU	CC10 - 2016
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Rhoddodd y Cyngor ystyriaeth i adroddiad Cyfreithiwr y Cyngor ar benodi Aelod Annibynnol (Lleyg) ar y Pwyllgor Safonau ac argymhelliad Panel Penodi'r Pwyllgor Safonau y dylid penodi Mr Stephan Hays.

PENDERFYNWYD	Rheswm dros y Penderfyniad
Y dylid penodi Mr Stephan Hays fel Aelod Annibynnol (Lleyg) ar gyfer y Pwyllgor Safonau am gyfnod o 6 mlynedd o'r 26 Ionawr 2016.	Cydymffurfio â gofynion Aelodau Annibynnol (Lleyg) y Pwyllgor Safonau fel sy'n ofynnol gan Reoliadau Pwyllgorau Safonau (Cymru) 2001 (fel y'i diwygiwyd).

Fe wnaeth y Cyngor gofnod o'i ddiolch i Mr Ralph Miller am ei flynyddoedd o wasanaeth ar y Pwyllgor Safonau fel Aelod Annibynnol (Lleyg).

11.	PWYLLGOR YMGYNGHOROL MORDWYO'R AFON GWY	CC11 - 2016
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Derbyniodd y Cyngor lythyr gan Asiantaeth yr Amgylchedd yn gofyn am benodi aelod i wasanaethu ar Bwyllgor Ymgynghorol Mordwyo'r Afon Gwy.

PENDERFYNWYD	Rheswm dros y Penderfyniad:
Y dylid penodi'r Cyngorydd Sir Kelvyn Curry ar Bwyllgor Ymgynghorol Mordwyo'r Afon	Llenwi swydd wag.

Gwy.	
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12.	BLAEN RAGLEN WAITH Y CYNGOR	CC12 – 2016
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Rhoddodd y Cyngor ystyriaeth i'w blaen raglen waith ar gyfer 2016.

PENDERFYNWYD	Rheswm dros y Penderfyniad
Cymeradwyo blaen raglen waith y Cyngor ar gyfer 2016.	Gosod blaen raglen waith y Cyngor ar gyfer y flwyddyn.

13.	RHYBUDD O GYNNIG – CYFRANOGIAD Y CYHOEDD YNG NGHYFARFODYDD Y CYNGOR	CC13 - 2016
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Trafododd y Cyngor y cynnig canlynol a gyflwynwyd gan y Cynghorydd Sir Gemma Bowker ac a eiliwyd gan y Cynghorydd Sir John Morris:

Mae Cyngor Sir Powys

- yn credu y dylwn wneud mwy i annog trigolion Powys i gael dweud eu dweud mwy yn holl gyfarfodydd y cyngor
- yn meddwl fod cyfranogiad y cyhoedd yn cynnig ffordd lle y gall y rheini gyda safbwyntiau i'w mynegi wneud hynny mewn cyfarfodydd lle mae'r materion penodol yn cael eu trafod
- yn meddwl y byddai cyfranogiad y cyhoedd yn cael ei wella trwy gynnig fformat sydd wedi'i strwythuro ar ddechrau holl gyfarfodydd y cyngor a'i bwyllgorau er mwyn i aelodau'r cyhoedd annerch cynghorwyr
- yn nodi fod cyfran fawr o awdurdodau lleol Cymru eisoes yn gwneud darpariaeth ar gyfer cyfranogiad y cyhoedd mewn cyfarfodydd

Mae'r cyngor hwn yn penderfynu

1. galluogi'r Pwyllgor Gwasanaethau Democrataidd i edrych ar ffyrdd y mae cyfranogiad y cyhoedd yn gweithredu'n llwyddiannus ar draws Cymru.
2. archwilio dewisiadau i gyflwyno cyfranogiad y cyhoedd a gwneud cynigion sydd wedi'u hanelu tuag at gyflwyno system i ganiatáu aelodau'r cyhoedd i gyfrannu tuag at gyfarfodydd y cyngor.

Gofynnodd mwy na deg aelod oedd yn bresennol am bleidlais sydd wedi'i chofnodi.

M.C. ALEXANDER	O BLAID
P.J. ASHTON	O BLAID
D. BAILEY	YN ERBYN
G.R. BANKS	YMDDIHEURIAD
G.C. BOWKER	YMDDIHEURIAD
R.G. BROWN	O BLAID
J.H. BRUNT	YN ERBYN
L.V. CORFIELD	YMDDIHEURIAD
K.W. CURRY	O BLAID
A.W. DAVIES	O BLAID
D.E. DAVIES	YMDDIHEURIAD
E.R. DAVIES	YN ERBYN
L.R.E. DAVIES	YMATAL RHAG PLEIDLEISIO
M.J.B. DAVIES	O BLAID
S.C. DAVIES	O BLAID
S. DAVIES	YN ERBYN
M.J. DORRANCE	O BLAID
D.O. EVANS	YMATAL RHAG PLEIDLEISIO
V.E. EVANS	YMATAL RHAG PLEIDLEISIO
W.J. EVANS	YN ERBYN
W.A. FITZPATRICK	YMATAL RHAG PLEIDLEISIO
R.I. GEORGE	O BLAID
J. GIBSON-WATT	O BLAID
M.R. HARRIS	YN ERBYN
P. HARRIS	YMATAL RHAG PLEIDLEISIO
S.M. HAYES	YN ERBYN
A. HOLLOWAY	YMATAL RHAG PLEIDLEISIO
J.C. HOLMES	YN ERBYN
G.G. HOPKINS	YN ERBYN
D.C. JONES	O BLAID
D.R. JONES	YMDDIHEURIAD
E.A. JONES	O BLAID
ELDRYDD M. JONES	YN ERBYN
E.M. JONES	YN ERBYN
G.M. JONES	O BLAID
J. JONES	YN ERBYN
M.J. JONES	YMATAL RHAG PLEIDLEISIO
W.T. JONES	YN ERBYN
F.H. JUMP	O BLAID
H. LEWIS	YN ERBYN
P.E. LEWIS	YMDDIHEURIAD
M. MACKENZIE	O BLAID
D.J. MAYOR	O BLAID
S. MCNICHOLAS	O BLAID
P.J. MEDLICOTT	YN ERBYN
D.W. MEREDITH	O BLAID
R.H. MILLS	YMDDIHEURIAD
E.T. MORGAN	O BLAID
G. MORGAN	O BLAID
J.G. MORRIS	O BLAID
W.J.T. POWELL	YMATAL RHAG PLEIDLEISIO

W.D. POWELL	O BLAID
D.R. PRICE	YN ERBYN
G.D. PRICE	O BLAID
P.C. PRITCHARD	YN ERBYN
G.W. RATCLIFFE	YMATAL RHAG PLEIDLEISIO
K.M. ROBERTS-JONES	YMATAL RHAG PLEIDLEISIO
J.G. SHEARER	YN ERBYN
K.S. SILK	O BLAID
K.F. TAMPIN	YN ERBYN
A.G. THOMAS	YN ERBYN
D.A. THOMAS	O BLAID
D.G. THOMAS	YN ERBYN
R.G. THOMAS	O BLAID
W.B. THOMAS	O BLAID
T.G. TURNER	O BLAID
T.J. VAN REES	YN ERBYN
G.P. VAUGHAN	YN ERBYN
G.I.S. WILLIAMS	YN ERBYN
D.H. WILLIAMS	O BLAID
J.M. WILLIAMS	O BLAID
S.L. WILLIAMS	O BLAID
A.YORK	YMDDIHEURIAD

Cafodd y cynnig ei basio gan 31 pleidlais i 24 gyda 10 cynghorydd yn ymatal rhag pleidleisio.

PENDERFYNWYD

1. galluogi'r Pwyllgor Gwasanaethau Democrataidd i edrych ar ffyrdd y mae cyfranogiad y cyhoedd yn gweithredu'n llwyddiannus ar draws Cymru.
2. Archwilio dewisiadau i gyflwyno cyfrangiad y cyhoedd a gwneud cynigion gyda'r nod o gyflwyno system i ganiatáu aelodau'r cyhoedd i gyfrannu yng nghyfarfodydd y cyngor.

14.	CWESTIYNAU YN UNOL A'R CYFANSODDIAD	CC14 - 2016
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14.1 Cwestiwn i'r Aelod Portffolio sydd â chyfrifoldeb dros Wasanaethau Cymdeithasol i Blant oddi wrth y Cynghorydd Sir Huw Williams

Faint o weithwyr Cymdeithasol penodedig sydd wedi'u cymhwyso'n llwyr a gyflogir o fewn Gwasanaethau Plant ym Mhowys a lle mae nhw wedi'u lleoli? Beth yw eu llwyth 'gwaith achos' presennol ar gyfartaledd a sut mae hyn yn cymharu gydag awdurdodau eraill a chanllawiau cenedlaethol?

Ar hyn o bryd, mae Gwasanaethau Plant yn gweithredu 4 tîm gwaith cymdeithasol sy'n gyfrifol am drafod y broses gyfeirio ac asesiadau o ddydd i ddydd, a rheoli llwythi achosion presennol o ran llwythi achosion Plant mewn Angen, Amddiffyn Plant a Phlant mewn Gofal. Mae gan weithwyr cymdeithasol llwythi achosion generig ac y byddai'r cyfuniad o'r llwythi achosion hyn yn ddibynnol ar eu profiad a chymhlethdod yr achosion.

Mae'r tabl canlynol yn dangos manylion y gweithwyr cymdeithasol yn y 4 tîm gofal plant gweithredol yn unol â'r strwythur presennol ar ddechrau mis Tachwedd 2015. Dylid nodi na fyddai Rheolwr Tîm yn dal achosion, ac y byddai'r Prif Weithiwr Cymdeithasol yn dal llwyth achosion llai oherwydd cyfrifoldebau eraill.

	Rheolwr Tîm	Prif Weithiwr Cymdeithasol	Uwch Ymarferydd	Gweithiwr Cymdeithasol
Tîm Plant ag Anableddau Aberhonddu Ystradgynlais	1	1	2	7
Tîm Plant Maesyfed	1	1	2	5
Tîm Plant Y Drenewydd	1	1	2	5
Tîm Plant Y Trallwng	1	1	2	5
Cyfanswm gweithwyr	4	4	8	22
Cyfanswm nifer yn achosion agored 12.11.2015		561 o achosion agored		
Llwyth achosion ar gyfartaledd		16.5 achos y gweithiwr		

Mae'r timoedd canlynol ar draws y sir sydd â chanolfannau yng ngogledd a de'r Sir wedi cael eu heithrio o'r cyfrifiadau llwyth achosion cyfartalog. O ran y Tîm Plant ag Anableddau, a'r Tîm Ôl-16, mae gweithwyr cymdeithasol cymwys a heb gymhwyso yn dal achosion (gallwn gyflwyno manylion am hyn ar gais). O ran y Timoedd Integredig Cymorth i Deuluoedd (TICD)/Timoedd Dechrau o'r Newydd gyda'n Gilydd (TANS), maent yn dimoedd ymyrraeth mewn argyfwng ac yn cynnig cymorth dwys yn y tymor byr. Nid oes gan weithwyr yn y timoedd hyn gyfrifoldeb dros achosion gan fod yr achosion hyn yn parhau gyda'r gweithiwr cymdeithasol dynodedig. Yn olaf, mae'r Timoedd Maethu a'r Timoedd Mabwysiadu yn cynnal asesiadau ond nid ydynt yn gweithio'n uniongyrchol gyda'r plant a'r bobl ifanc sy'n cael mynediad at y gwasanaethau fodd bynnag. Unwaith eto, y gweithiwr cymdeithasol dynodedig sydd â'r cyfrifoldeb dros achosion plant a phobl ifanc.

	Rheolwr Tîm	Prif Weithiwr Cymdeithasol	Uwch Ymarferydd	Gweithiwr Cymdeithasol
Plant ag Anableddau	1	1	2	3.5
Achosion Agored ar 12.11.15	169			
16 a Hŷn	1	1	2	3
Achosion Agored ar 12.11.15	124			
TICD/TANS	1	1		6
Tîm Maethu	1	1	2	6
Mabwysiadu	1			5.1
Cyfanswm	5	4	6	23.6

Nid yw Cynulliad Cymru yn cyhoeddi unrhyw ffigyrau cenedlaethol ar lwythi achosion cyfartalog felly nid oes cymariaethau uniongyrchol ar gael gydag Awdurdodau eraill Cymru. Wedi dweud hynny, mae nifer o adroddiadau'n cael eu llunio yn ystod y blynyddoedd diwethaf sy'n ymdrechu i ateb y cwestiwn hwn.

Yn ystod 2012, cynhaliwyd arolwg gan Ofal Cymunedol oedd yn cynnwys 925 o weithwyr cymdeithasol led led y DG. Awgrymodd yr ymchwili hwn mai 25 achos

oedd y llwyth achosion cyfartalog ar draws y DG i weithiwr cymdeithasol Gofal Plant.

Yn fwy diweddar, mae'r Adran dros Addysg wedi llunio adroddiad o'r enw "Children's Social Workforce during year ending 30 September 2014". Awgrymodd yr adroddiad hwn fod gweithiwr llawn amser yn dal 16 o achosion plant mewn angen.

Mewn ateb i gwestiwn atodol y Cynghorydd Williams am y cynnig i dorri 20% oddi ar y gyllideb Gwasanaethau Plant, sy'n cyfateb i 7 swydd gweithiwr cymdeithasol, esboniodd yr Aelod Portffolio y byddai'r gostyngiad o 20% ar gyfer y gwasanaeth yn gyffredinol ac nid y gyllideb staff yn unig felly nid oedd hyn yn golygu gwaredu â 7 swydd gweithiwr cymdeithasol. Roedd arolwg ar fynd ar y Gwasanaethau Plant gyda'r dasg o weithredu cynilion cyllidebol tra'n cadw gwasanaeth diogel. Bydd yr Aelod Portffolio yn gadael i aelodau gael manylion y cynigion cyllidebol pan fyddant ar gael.

14.2 Cwestiwn i'r Aelod Portffolio Cyllid oddi wrth y Cynghorydd Sir Bob Mills

Mae'n bwysig iawn ein bod yn cadw treth y cyngor hyd at leiafswm felly beth am symud y staff priodol i'r Rhanbarthau a chael gwared ar Neuadd y Sir?

Mae cadw Treth y Cyngor mor isel ag sy'n bosibl i'n trigolion yn rhywbeth y byddem ni oll fel Cynghorwyr yn hoffi ei gyflawni. Yn ystod y blynyddoedd diwethaf fodd bynnag, mae cyflawni lefel isel o Dreth y Cyngor wedi profi i fod yn amhosibl oherwydd y setliadau ariannol gwael iawn a dderbyniodd y Cyngor gan Lywodraeth Cymru. Y sefyllfa ar gyfer y flwyddyn nesaf yw ein bod wedi derbyn y setliad isaf yng Nghymru gyda gostyngiad o 4.1% yn ein Cyllid Allanol Cyfun (AEF) ar gyfer 2016/17, sy'n cyfateb i £7.147 miliwn. Yn ychwanegol at hyn, mae gan y Cyngor oddeutu £5 miliwn o bwysau tyfiant na ellir ei osgoi (e.e. Chwyddiant cyflogau, cynnydd yng nghyfraniadau yswiriant cenedlaethol y cyflogwr, cynnydd mewn cyfraniadau i'r gronfa bensiwn) sydd gyda'i gilydd yn golygu y bydd angen cynilion o tua £13 miliwn. Bydd gofyn canfod arbedion sylweddol pellach am o leiaf y tair blynedd ganlynol.

Mae'r Cabinet wedi bod yn gweithio ar gynllun cyllidebol 3 blynedd ers mis Mehefin 2015, ac mae wedi gwneud cynnydd sylweddol, ond mae'r holl gyfrifiadau wedi cael eu gwneud ar ragdybiaeth y bydd cynnydd o 3.75% yn Nhreth y Cyngor, a gyda'r setliad yr ydym wedi'i dderbyn, mae'n edrych yn eithriadol o annhebygol y bydd hi'n bosibl cyflwyno cyllideb gytbwys yn gyfreithiol ar gyfer 2016/17 heb ychydig o ddefnydd o gronfeydd wrth gefn. Petai'r Cyngor yn gosod cynnydd isel, o ddyweder, 1% yn Nhreth y Cyngor, byddai hyn yn golygu diffyg o £1.550 miliwn mewn ariannu incwm, a byddai'n rhaid canfod y diffyg hwn naill ai o doriadau pellach mewn gwasanaeth neu trwy wneud defnydd mawr iawn o gronfeydd wrth gefn. Y broblem wrth ddefnyddio cronfeydd wrth gefn yw mai dim ond unwaith y gallwch eu gwario, ond bydd y diffyg mewn nawdd a amlinellwyd uchod yn cael ei ailadrodd pob blwyddyn fel y byddwn yn symud ymlaen. Nid oes unrhyw ddewisiadau hawdd yn y sefyllfa y mae ein Cyngor yn ei wynebu.

O ran y mater a godwyd am Neuadd y Sir, mae'r Cabinet wedi gosod y Cyngor yn glir ar y llwybr o adolygu'r portffolio eiddo cyfan, ac nid yw swyddfeydd y Cyngor led led y Sir wedi'u heithrio o'r broses hon. Gyda'r newidiadau a

gynllunnir i gyflwyno gwasanaeth, mae angen i'r Cyngor werthuso pa le o fewn swyddfeydd fydd ei angen ar gyfer y dyfodol ac ad-drefnu yn unol â hynny. Efallai y daw amser pan na fydd angen Neuadd y Sir, ond nid yw'r adeg honno yn bendant wedi cyrraedd eto. Efallai y gwelwn mai Neuadd y Sir, mewn gwirionedd, fydd un o'r adeiladau anoddaf i waredu ag ef ym Mhowys, ac y bydd angen ateb go wahanol o bosibl.

Nid oedd unrhyw gwestiwn atodol.

14.3 Cwestiwn i'r Aelod Portffolio Eiddo, Adeiladau a Thai oddi wrth y Cynghorydd Sir Gwilym Williams

Allwch chi ddweud wrthyf am faint o dai'r Cyngor Sir, a fyddai'n cynnwys fflatiau a phob eiddo preswyl, sydd heb eu meddiannu ar hyn o bryd a faint o'r rhain sydd heb eu meddiannu am fwy na chwe mis?

Fel ar y 4 Ionawr 2015, roedd 106 o dai cyngor gwag ym Mhowys, a reolir gan y Cyfrif Refeniw Tai (CRT). O'r rhain, roedd 24 wedi bod yn wag am fwy na 6 mis.

Mae'r CRT yn rheoli 5,397 o eiddo felly mae nifer yr eiddo gwag yn cynrychioli 1.96% o'r stoc dai, ac mae nifer yr eiddo sy'n wag am fwy na 6 mis yn cynrychioli 0.44% o'r stoc dai.

Nid oedd unrhyw gwestiwn atodol.

14.4 Cwestiwn i'r Aelod Portffolio Adfywio a Chynllunio a'r Aelod Portffolio Eiddo, Adeiladau a Thai oddi wrth y Cynghorydd Sir Matthew Dorrance

Ym mis Tachwedd 2015, dywedodd yr Aelod Cabinet wrth Gynghorwyr Sir Aberhonddu fod oedi gyda'r ganolfan ddiwylliannol a gynlluniwyd yn rhannol oherwydd diffyg ariannol.

A wnaiff yr Aelod Cabinet gyflwyno datganiad sefyllfa diweddar a manylion y diffyg ariannol i'r Cyngor, a sut y bydd y Cyngor yn cynllunio cau'r bwlch ariannu hwn fel y gall y prosiect adfywio fynd yn ei flaen?

Mae Canolfan Ddiwylliannol Aberhonddu yn brosiect blaenllaw i'r Cyngor Sir ac yn rhan o gyfle adfywio o bwys i Sir Frycheiniog. Mae'r prosiect wedi cymryd yn hirach na'r disgwyl i'w gyflwyno, yn bennaf oherwydd y broses Nawdd Grant, gofynion Cynllunio a Threftadaeth Adeiledig a sicrhau fforddiadwyedd cyn tendro'r gwaith i'r farchnad trwy ail-ddylunio ond erbyn hyn mae ar fin dod yn realiti.

Gyda chynnydd o tua 6.5% ar gyfartaledd y flwyddyn mewn costau adeiladu o fewn y diwydiant ers cyflwyno'r cais Cronfa Treftadaeth y Loteri (Ebrill 2013), mae pryder na fydd y gyllideb a neilltuwyd yn ddigon. Mae hyn, fodd bynnag, yn ddibynnol ar sut mae'r farchnad yn ymateb i'r cyfle a dendrwyd yn dilyn ymarferiad helaeth i ostwng costau a'r dilyniant o ran gwaith dylunio manwl.

Yn ychwanegol at yr ymarferiad gostwng costau, mae pob ymdrech yn cael ei wneud i gau'r bwlch ariannu gan gynnwys sicrhau £300,000 o nawdd ychwanegol gan bartneriaid lleol, Ymddiriedolaethau ac unigolion, ynghyd â

chyflwyno cais i Gronfa Treftadaeth y Loteri (CTyL) am gynnydd o £373,457 mewn grant. Mae'r gefnogaeth gan bartneriaethau lleol wedi bod yn allweddol wrth ddenu nawdd ychwanegol sylweddol gan sefydliadau megis Cronfa Treftadaeth y Loteri ac rydym yn optimistaidd y bydd y cynllun yn fforddiadwy heb roi pwysau gormodol ar adnoddau'r Cyngor.

Yn amodol ar ddadansoddiad costau llawn o ymateb y farchnad ynghyd â chefnogaeth gan bartneriaid ariannol, bydd y Cabinet yn ystyried sut i ariannu'r bwlch os yw'r costau yn parhau'n fwy na'r gyllideb a ddyrannwyd. Mae'r Cabinet yn ymwybodol o bwysigrwydd y prosiect hwn i Sir Frycheiniog a'r ymdrech, adnoddau a'r gefnogaeth gan bartneriaethau sydd wedi ei alluogi i gyrraedd y cam hwn.

Wrth ateb cwestiwn atodol y Cynghorydd Dorrance am ba gynlluniau sydd ar waith petai'r gefnogaeth ariannol gan CTyL ddim yn cael ei wireddu, dywedodd yr Aelod Portffolio fod nawdd ar gael i'r prosiect fynd yn ei flaen. Petai'r nawdd hwn ddim ar gael, byddai'n rhaid chwilio am nawdd cyfalaf arall.

14.5 Cwestiwn i'r Aelod Portffolio Addysg oddi wrth y Cynghorydd Sir Matthew Dorrance

A yw'r Cabinet yn meddwl ei bod hi'n deg i Gynorthwywyr Cefnogi Dysgu mewn ysgolion ariannu tâl cofrestru o £15 i'w galluogi i wneud eu swyddi?

Ymatebodd y Cyngor, yn debyg i fwyafrif y cyngorau eraill yng Nghymru, i ymgynghoriad Gweithlu Addysg y Cyngor ar y cynnig hwn trwy ei gwneud hi'n glir nad oedd yn cefnogi ffioedd cofrestru i Gynorthwywyr Cefnogi Dysgu a'r baich ariannol ychwanegol y byddai'n ei gyflwyno, boed i'r Cyngor neu i'r Cynorthwywyr Cefnogi Dysgu eu hunain. Mae'r Cabinet eto i wneud penderfyniad ffurfiol ar y mater hwn ond mae polisi'r Cyngor ar dalu ffioedd proffesiynol a chofrestru yn cael ei adolygu ar hyn o bryd i sicrhau fod cydraddoldeb yn y ddarpariaeth i'r holl staff pa bynnag benderfyniad a wneir

Wrth ateb cwestiwn atodol y Cynghorydd Dorrance, dywedodd yr Aelod Portffolio nad yw'r Cabinet wedi ystyried y mater eto.

14.6 Cwestiwn i'r Aelod Portffolio Gofal Cymdeithasol i Oedolion oddi wrth y Cynghorydd Sir Graham Jones

Wrth wynebu pryderon dyfnion gan eich etholwyr, a yw Cyngor Sir Powys yn barod i ailfeddwl ei flaenoriaethau ariannu er mwyn diogelu gofal dydd, a'r canolfannau dydd hanfodol, ar gyfer ei henoed diamddiffyn, gan ystyried y gofal proffesiynol a ddarperir ar hyn o bryd gan Ganolfan Ddydd Maes-y-Wennol, Llanidloes, na ellid, er enghraifft, ei sicrhau gan y sector gwirfoddol? Rwy'n teimlo fel awdurdod fod rhaid i ni wneud ein gorau glas i ofalu am ein trigolion hyn, felly pa fesurau positif eraill ydych chi'n eu hystyried i helpu gyda'r sefyllfa hon?

Bydd Cynghorwyr yn cofio yn ystod y drafodaeth ar gyllideb 2014/15 fod y Cyngor wedi penderfynu 'ailgyflunio gweithgareddau yn ystod y dydd i bobl mewn oed, tynnu'n ôl o gyflwyno yn uniongyrchol gan y Cyngor a buddsoddi mewn modelau newydd o ofal'.

Ar ôl hynny, mae pwysau ariannol wedi cynyddu yn sylweddol ac mae'r Cabinet a'r Cyngor wedi mynegi disgwyliad clir y dylai Gofal Cymdeithasol i Oedolion wynebu ei ran ef mewn gostyngiadau ariannol, gan atgyfnerthu'r pwysau i ystyried dulliau eraill o gynnig gwasanaethau dydd i bobl mewn oed,. Nid yw'r model a ddilynir hyd yn hyn o gyflwyno gofal dydd yn uniongyrchol gan y cyngor o adeiladau'r cyngor, yn fforddiadwy o fewn yr adnoddau sydd ar gael.

Yn y cyd-destun ehangach, mae modelau darpariaeth yn newid yn genedlaethol, gyda thrafodaeth yn cael ei chynnal mewn nifer o fforymau am y ffordd orau o ddiwallu anghenion pobl mewn oed a'r ddarpariaeth yn symud ymaith fwyfwy o ofal dydd mewn canolfan draddodiadol sefydlog. Bydd angen i wasanaethau yn y dyfodol drafod gofynion Deddf Gwasanaethau Cymdeithasol a Llesiant.

Ar 20 Hydref, cytunodd y Cabinet i ymgynghoriad manwl ar wasanaethau dydd i bobl mewn oed, wedi'i ragflaenu a'i siapio gan drafodaeth 'gwrando a dysgu' gyda rhanddeiliaid. Yn dilyn casgliadau'r ymgynghoriad a'i werthusiad, bydd papur yn cael ei roi gerbron y Cabinet gydag opsiynau i wneud penderfyniad arnynt.

Rwy'n gwybod fod yr holl aelodau yn rhannu eich pryderon y dylai darpariaeth ddydd i bobl mewn oed ym Mhowys ddiwallu anghenion sydd wedi'u dynodi a helpu cadw trigolion yn weithgar ac yn annibynnol. Her yr ymgynghoriad yw canfod a gwerthuso dewisiadau gwahanol i ddatblygu gwasanaeth sy'n diwallu'r gostyngiad mewn cyllideb, sy'n darparu ar gyfer cynulleidfia ehangach ac yn cyflawni gofynion dan y Ddeddf Gwasanaethau Cymdeithasol a Llesiant newydd. Nid oes model sy'n cael ei ffafrio ar hyn o bryd, a bydd Cynghorwyr yn gwerthfawrogi petawn yn rhoi sicrwydd neu ymrwymiad am unrhyw ran o'r ddarpariaeth gwasanaeth presennol y byddai hyn yn amharu ar effeithiolrwydd arolygon a gwaith ymgynghori.

Yn ystod y broses i osod y gyllideb, rhaid i mi atgoffa Cynghorwyr mai'r penderfyniad a wnaed ym mis Chwefror 2013 oedd y byddai'r gyllideb i Ganolfannau Dydd yn cael ei gostwng yn sylweddol. Mae'r gostyngiadau cyllidebol hyn yn lleihau'r nawdd sydd ar gael o tua £4,000 y client i tua £800 o 2018.

Yn ei gwestiwn atodol, gofynnodd y Cyngorydd Jones pa gynlluniau oedd ar gael i ddiwallu cynnydd mewn galw am lety preswyl petai'r canolfannau dydd i gau. Esboniodd yr Aelod Portffolio fod y Cabinet ymhell o wneud y penderfyniad ar hyn a bod ymarferiad gwando a dysgu ar fynd, ac wedi hyn y byddai ymgynghoriad ffurfiol. Fel rhan o'r ymarferiad gwando a dysgu, cafodd yr Aelodau eu gwahodd i seminar ar brynhawn y 29 Ionawr ac fe wnaeth yr Aelod Portffolio annog pawb i fynychu.

14.7 Cwestiwn i Aelod Portffolio'r Amgylchedd a Chynaliadwyedd oddi wrth y Cyngorydd Sir Gemma Bowker

O ganlyniad i gynnydd sylweddol mewn ffioedd ar gyfer gwasanaeth profedigaeth i gyfraddau adfer llawn, a all yr aelod portffolio roi sicrwydd fod y gwasanaeth profedigaeth yn cael ei redeg cystal ac mor effeithiol ag sy'n bosibl ac yn cynnig lefelau uchel o ofal a gwerth am arian i'r sawl sy'n gorfod gwneud y taliadau ar adeg anodd?

Yn 2015, cynhaliwyd arolwg o ffioedd y gwasanaeth profedigaeth. Daeth yr arolwg i'r casgliad nad oedd y ffioedd presennol yn darparu ar gyfer cost y gwasanaeth. Ymhellach at hyn, gwelwyd ein bod yn y chwarterl isaf pan gawsom ein cymharu ag awdurdodau eraill Cymru. Er eu bod yn sylweddol, ni fydd y ffioedd uwch a gyflwynwyd ym mis Ionawr 2016 yn golygu fod y gwasanaeth yn adfer costau yn llwyr, ond bydd yn arwain at wneud cynnydd sylweddol tuag at gyflawni hyn yn y dyfodol.

Bydd y gwasanaeth presennol yn parhau i gynnig gwasanaeth effeithiol ond ystyriol i deuluoedd mewn profedigaeth yn ystod eu hamser anodd.

Nid oedd unrhyw gwestiwn atodol.

14.8 Cwestiwn i Aelod Portffolio'r Amgylchedd a Chynaliadwyedd oddi wrth y Cynghorydd Sir Graham Jones

Nawr y bydd taliadau claddu uwch yn cael eu codi gan Gyngor Sir Powys mewn perthynas â mynwentydd, mae pryderon na fydd rhai teuluoedd yn gallu fforddio'r taliadau ychwanegol hyn.

Petai'r taliadau eithriadol o uchel hyn yn cael eu gweithredu, a yw'r Cyngor wedi ystyried y gallai hyn arwain at broblemau amgylcheddol?

Pa fesurau y mae'r Cyngor yn eu cynnig, i fynd i'r afael â hyn?

Ceir cydnabyddiaeth fod y cynnydd mewn ffioedd claddu yn sylweddol. Fodd bynnag, maent yn angenrheidiol er mwyn i'r Cyngor wneud cynnydd arwyddocaol tuag at adfer costau yn llawn yn y dyfodol.

Cydnabyddir y gall rhai teuluoedd gael trafferth i fforddio claddiad o ystyried y taliadau ychwanegol. Rhaid ystyried y ffaith yma wrth ystyried diwygio'r ffioedd newydd a dyma pam na dderbyniodd y Cyngor y cynnig o adfer y gost lawn ar hyn o bryd.

Wrth ateb cwestiwn atodol y Cynghorydd Jones am angladdau gwasanaeth cyhoeddus, esboniodd yr Aelod Portffolio mai dim ond 72% o'r gost yr oedd y gwasanaeth yn ei adfer. Ers 2012, dywedodd bod gostyngiad wedi bod yn nifer yr angladdau gwasanaeth cyhoeddus.

14.9 Cwestiwn i'r Aelod Portffolio Addysg oddi wrth y Cynghorydd Sir David Meredith

O ystyried arwyddocâd yr effaith a gaiff y nifer sy'n derbyn Prydau Ysgol am Ddim ar y Teulu o Ysgolion lle lleolir yr ysgol, pa gamau gweithredu y bydd yr Awdurdod yn eu cymryd ochr yn ochr ag ERW i gyflwyno deunydd hyrwyddo gwell i ysgolion i'w hanfon at rieni er mwyn eu hannog i

ymgeisio? Ymhellach at hyn, pryd mae'r Awdurdod yn debygol o gyflwyno System Di-arian a fydd yn osgoi unrhyw embaras i ddisgyblion sy'n derbyn Prydau Ysgol am Ddim?

Mae'r awdurdod wedi cyflwyno llythyron i ysgolion i'w hanfon at rieni am fanteision y Plentyn, Rhiant, yr Ysgol a'r Awdurdod Lleol yn derbyn prydau ysgol am ddim. Tîm incwm a dyfarniadau'r cyngor sy'n cynnal y gwaith o wobrwyo'r hawl i brydau ysgol am ddim gan asesu ar gyfer budd-daliadau eraill megis Budd-dal Tai a gostyngiad yn Nhrefn y Cyngor ac ati. Mae'r gwasanaeth hefyd yn cynnal archwiliad llawn ar deuluoedd sydd â hawl yn 2-3 wythnos cyntaf mis Ionawr i sicrhau fod yr holl blant sydd â hawl yn caniatâd i gael prydau ysgol am ddim ar gyfer dychwelyd data PLASC.

Disgwylir dechrau cyflwyno'r system di-arian ym mis Chwefror.

Mewn ymateb i gwestiwn y Cynghorydd Meredith ar yr hyn mae'r awdurdod yn ei wneud i ychwanegu at y gwaith cyhoedduswydd a gynhelir gan Erw i wella'r nifer sy'n cael prydau ysgol am ddim, dywedodd yr Aelod Portffolio y byddai'n rhoi'r manylion i'r aelod.

14.10 Cwestiwn i'r Aelod Portffolio Addysg oddi wrth y Cynghorydd Sir David Meredith

Pryd mae'r Awdurdod yn mynd i wneud y penderfyniad ar Addysg cyfrwng Cymraeg yn ne'r Sir, ac os na wneir hyn yn y dyfodol, pryd y mae'r Awdurdod yn bwriadu rhoi gwybod i rieni, yn enwedig y rheini sydd â phlant ym Mlwyddyn 6, am le y mae eu plant yn mynd i dderbyn eu Haddysg Cyfrwng Cymraeg gydag effaith o fis Medi, 2016?

Mae dyfodol addysg uwch cyfrwng Cymraeg yn ne a chanol Powys yn cael ei ystyried fel rhan o'r Arolwg parhaus Ysgolion Uwchradd – sy'n cynnwys Ysgolion Uwchradd Llanfair-ym-Muallt, Llandrindod, Aberhonddu a Gwernyfed. Rhagwelir y bydd yr arolwg wedi'i gwblhau yn fuan. Fodd bynnag, bydd yr Awdurdod yn ysgrifennu at rieni i ddisgyblion cyfrwng Cymraeg cynradd ac uwchradd o fewn yr wythnos nesaf am y ddarpariaeth cyfrwng Cymraeg benodol fydd ar gael ym mis Medi 2016.

Mewn ymateb i gwestiwn atodol y Cynghorydd Meredith am pryd y byddai penderfyniad yn cael ei wneud fel y gallai cyrff llywodraethu gynllunio cyn y 1 Medi, cadarnhaodd yr Aelod Portffolio y byddai'r Cabinet yn dod i benderfyniad yn fuan.

Cynghorydd Sir P J Ashton (Cadeirydd)

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CYNGOR SIR POWYS COUNTY COUNCIL.

COUNCIL
25th February 2016

REPORT AUTHOR: County Councillor Wynne Jones
Portfolio Holder for Finance

SUBJECT: Minimum Revenue Provision Annual Statement 2016/17

REPORT FOR: Decision

1. Summary

1.1 This report is a statutory requirement to set out the method used to calculate the Minimum Revenue Provision for 2016/17.

2. Proposal

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

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

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

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

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

3. Supported Borrowing

3.1 There would appear to be several considerations that could be explored:

- Is the MRP % appropriate
- Is a reducing balance or straight line methodology appropriate for MRP

- Do nothing
- 3.2 The current 4% policy has an implied recovery period of 25 years. However, as the MRP is calculated each year on a reducing balance, the 4% is to a reduced CFR in each subsequent year thereby reducing the annual repayment. The repayment period will actually continue over an extended period. The graph in Appendix 2 illustrates this.
- 3.3 One proposal is to change the method of calculating the MRP in 2016/17 from the previous method of, 4% on a reducing balance, to 2% on a straight line basis for borrowing Council Fund debt previously financed from supported borrowing or credit approvals.
- 3.4 It is estimated that this will have a £3.m saving in 2016/17. The position is being assessed to determine if any savings can be applied for the 2015/16 financial year. The advantage of the straight line basis is that the debt is extinguished over a 50 year period. The same debt on a 4% on the reducing balance would take 75 years to extinguish. The second advantage is greater certainty about the amount of debt.
- 4. Prudential Borrowing**
- 4.1 It is recommended that for any Prudential Borrowing undertaken in the current or future years the MRP will be charged over a period which is the estimated life of the asset using the annuity method. In 2016/17 this MRP is estimated to be £1.4m and the actual amount will be finalised after the accounts have closed in May 2016.
- 4.2 Estimated life periods will be determined under delegated powers. Whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the components of expenditure and will only be divided up in cases where there are two or more major components with substantially different economic lives.
- 4.3 Housing Revenue Account (HRA)**
- 4.4 The share of the Housing Revenue Account (HRA) Capital Financing Requirement is subject to a 2% reducing balance MRP and is currently estimated at £1.72m for 2016/17. This is a combination of historic debt, the estimate subsidy settlement.
- 4.5 The HRA MRP for prudential debt will be calculated using the asset life method and is estimated at £64k for 2016/17.
- 4.6 In addition the guidance allows for MRP to be deferred for assets under construction and this part of the guidance should be adopted because the asset is not used by the authority until it is operational and therefore the MRP will match the life of the asset. This option reduces the MRP by an estimated £220K for 2016/17.
- 4.7 Any MRP requirement for finance leases or PFI schemes will be regarded as being met by a charge equal to the rent/charge that goes to write down the balance sheet liability. The authority has recognised some leases as finances leases under the IFRS.
- 5. Options Considered/Available**

- 5.1 A review was undertaken by external consultants on the method of calculating the MRP. The advice provided has given assurance about the proposed change.
- 6. Preferred Choice and Reasons**
- 6.1 The preferred choice is to change the Supported Borrowing MRP to a 2% straight line charge.
- 7. Local Member(s)**
- 7.1 Not applicable
- 8. Other Front Line Services**
- 8.1 Not applicable
- 9. Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)**
- 9.1 The Finance function has been closely involved in the review.
10. Legal – The recommendations can be supported from a legal perspective
- 11. Corporate Communications**
- 11.1 No proactive communication action required.
- 12. Statutory Officers**
- 12.1 The Strategic Director Resources (Section 151 Officer) comments as follows:

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

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

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

In reviewing the policy to MRP calculation proper regard has been given to the statutory guidance. The use of the council's external treasury management advisor has developed options and the implications of the change. These have been considered in reaching the recommendation in the report.
- 12.2 The Solicitor to the Council (Monitoring Officer) has commented as follows:

"I note the legal comment and have nothing to add to the report.
- 13. Members' Interests**
- 13.1 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.

Recommendation:	Reason for Recommendation:
1. To use a 2% straight line calculation for MRP in relation to Supported Borrowing.	Statutory Requirement
2. To use Option 3 Asset Life Annuity Method for the calculation of MRP in relation to Prudential Borrowing.	Statutory Requirement
3. To use a 2% reducing balance for MRP in relation to Historic and the Settlement Debt for the HRA	Statutory Requirement
4. To use Option 3 Asset Life for the calculation of MRP in relation to Prudential Borrowing for the HRA	Statutory Requirement
5. To take advantage of the guidance that allows for MRP to be deferred for assets under construction.	To match the cost of MRP to the use of an asset by a service.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Strategic Director Resources
Date By When Decision To Be Implemented:	1st April 2016

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

What is a Minimum Revenue Provision?

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

Government Guidance

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

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

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

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

The recommended options under the Guidance are:

Option 1 - Regulatory method

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

Option 2 –CFR Method

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

Option 3 – Asset Life Method

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

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

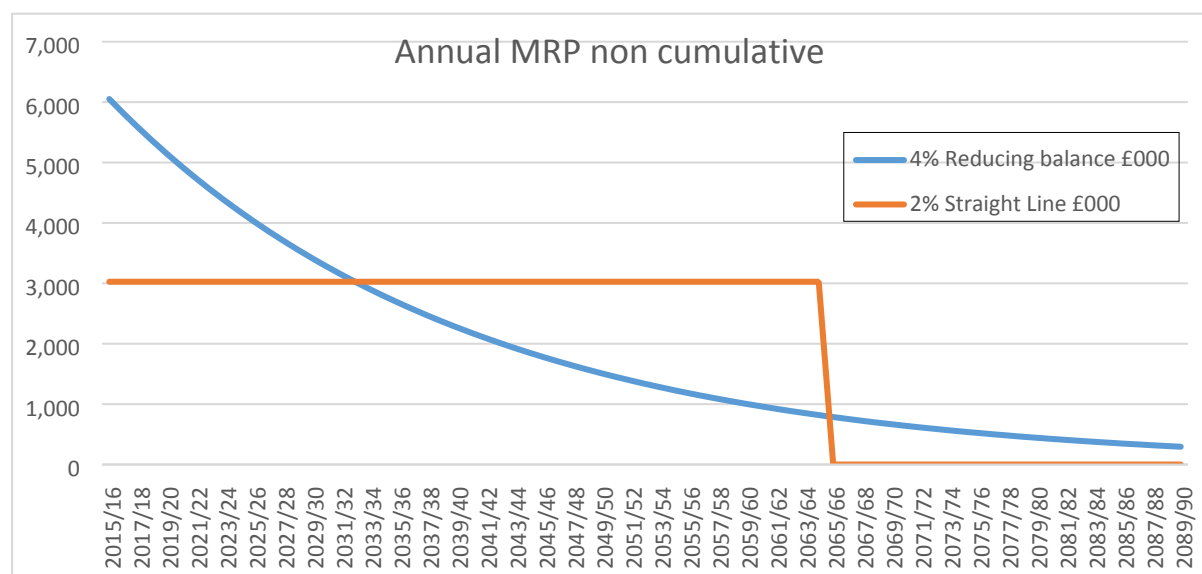
Significantly, under option 3 (and option 4), MRP does not have to be charged until the financial year following that in which the asset is completed and becomes operational.

Option 4 – Depreciation Method

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

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

Appendix 2 Illustration of MRP over time using 2% straight line approach



Year	4% Reducing balance £000	2% Straight Line £000	Cost/ (Saving) £000
2015/16	6,051	3,026	(3,026)
2016/17	5,809	3,026	(2,784)
2017/18	5,577	3,026	(2,551)
2018/19	5,354	3,026	(2,328)
2019/20	5,140	3,026	(2,114)
2020/21	4,934	3,026	(1,908)
2021/22	4,737	3,026	(1,711)
2022/23	4,547	3,026	(1,522)
2023/24	4,365	3,026	(1,340)
2024/25	4,191	3,026	(1,165)
2025/26	4,023	3,026	(997)
2026/27	3,862	3,026	(837)
2027/28	3,708	3,026	(682)
2028/29	3,559	3,026	(534)
2029/30	3,417	3,026	(391)
2030/31	3,280	3,026	(255)
2031/32	3,149	3,026	(123)
2032/33	3,023	3,026	3
2033/34	2,902	3,026	123
2034/35	2,786	3,026	240
2035/36	2,675	3,026	351
2036/37	2,568	3,026	458
2037/38	2,465	3,026	561
2038/39	2,366	3,026	659
2039/40	2,272	3,026	754
2040/41	2,181	3,026	845

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

CYNGOR SIR POWYS COUNTY COUNCIL.

COUNCIL
25th February 2016

REPORT AUTHOR: County Councillor Wynne Jones
Portfolio Holder for Finance

SUBJECT: Budget for 2016-17, Medium Term Financial Strategy 2016-2019 and Capital Programme for 2016-2021

REPORT FOR: Decision

1. Summary

- 1.1 This report and the appendices attached set out the proposals for the Revenue Budget and Capital Programme for the financial year commencing 1st April 2016 with provisional proposals for the next 2 years to 31st March 2019. It presents a balanced three year position. The Medium Term Financial Strategy (MTFS) is attached at Appendix 1.
- 1.2 The Council is required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year, the MTFS reports a balanced budget for 2016/17. There is no requirement to set out a balanced position beyond the next year but this has been done to enable longer term planning and transformation.
- 1.3 The timing of the announcements for the Local Government settlement for 2016/17 has been unprecedented with the provisional settlement published on the 9th December 2015. Confirmation of the final settlement is scheduled for release on the 2nd March 2016 which allows Welsh Government time to review consultation responses and the overall funding settlement. In order to meet the statutory requirements to set the Council's budget and issue council tax bills before the start of the financial year discussions have taken place with Welsh Government officials to confirm that there is no legal impediment to authorities setting their budgets on the basis of the provisional settlement.
- 1.4 There cannot be absolute assurance that the settlement for Powys will not change between the provisional and final settlement, however Welsh Government officials have acknowledged this risk and that the mitigation is to announce a provisional settlement that will be the same or very close to the final settlement.
- 1.5 As in previous years the Council continues to respond to the major financial challenge it is experiencing. The original 2016/17 provisional financial settlement from the Welsh Government saw a decrease of 4.1% compared with 2015/16 meaning a reduction in funding of £7.147m. In addition service and other pressures added to the overall level of required savings.
- 1.6 The budget for 2016/17 includes investment and service pressures of £10.697m and in order to produce a balanced budget savings of

£10.004m and other strategies have been identified and included in the plan.

- 1.7 The original level of funding represented the highest reduction in financial settlement in Wales out of the 22 local authorities with the average being 1.3%. This position has been helped by a subsequent adjustment to original announcement made on 9th December that in effect reinstates the 'floor' at a 3% level.
- 1.8 The impact of the funding reductions is disproportionality affecting rural authorities who have consistently received the lowest average Revenue Support Grant settlements. This has been recognised by all Authorities in Wales who have also highlighted the additional pressures that are faced in providing community-based social services for older people over large geographic and sparse areas.
- 1.9 The adjustment limited the reduction in the Aggregate External Finance (AEF) to 3%, and provided £2.48m of funding for 3 authorities.
- 1.10 The proposal has been accepted and an additional £1.952m has been awarded to the authority. This in effect limits the reduction to 3%.
- 1.11 The Council has sought to increase the level of capital investment in the County. It is important that the council continues to renew its core infrastructure such as schools and housing in spite of cuts by central government. Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services and enabling revenue savings.
- 1.12 The budget proposals have undergone a Single Integrated Impact Assessment to ensure that the Council understands the potential impact of the proposals. In doing so the process considers the Council's strategic vision and priorities, risk management, equalities, welsh language, the Wellbeing of Future Generations Act, sustainable development principles, communication and engagement, safeguarding, corporate parenting and community cohesion.
- 1.13 The financial planning process has been developed alongside the policy based 'Statement of Intent' which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach for the Council's Medium Term Financial Strategy, the investment priorities and savings required have been costed and included within the annual budget.

2. Strategic Context

- 2.1 The Council's budget settlement continues to be adversely affected by the UK Government's austerity measures to significantly reduce public spending in order to address the debt situation.
- 2.2 The Spending Review announced on 25th November 2015 set budgets for government departments and the devolved administrations for each financial year for the rest of this Parliament (2016/17 to 2019/20).
- 2.3 Day-to-day spending is set to fall by £18 billion or 6% between 2015/16 and 2019/20 in real terms, meaning that many government departments will see budget reductions. Some departments are protected from spending reductions,

including the NHS, some schools spending, defence spending and the international development budget. This means that other departments have seen larger reductions, in many cases on top of reductions seen over the previous Parliament.

- 2.4 It is widely accepted that the Spending Review has been less severe than estimated before the announcement on 25th November. However the position for Powys is likely to see little change in our comparative funding level in Wales and therefore the agreed budget strategy for the next three years remains in place.
- 2.5 For the UK the pace of spending cuts has been reduced with the position a result of improving forecasts for revenues and marginally less borrowing than anticipated over the next five years. Targets for a surplus by the end of the parliament remain intact. Underpinning the spending plans is the economic projections provided by the Office for Budget Responsibility (OBR). Compared to Summer Budget 2015, the Office for Budget Responsibility now forecasts higher tax receipts and lower debt interest, with a £27 billion improvement in the public finances.
- 2.6 Scotland, Wales and Northern Ireland will all receive more money to be spent on infrastructure (capital) projects, with each government deciding where this will be spent. This will be an increase of around 14% for Scotland, 16% for Wales and 12% for Northern Ireland.
- 2.7 The overall funding position has presented the Council with a significant financial challenge for a number of years. Since 2012/13 we have seen a net reduction of £17.7m in our funding from Welsh Government. This, coupled with increasing responsibilities and service pressures, has created significant budgetary shortfalls across all three years. In order to balance the budget the Council has been required to deliver savings of £53.5m over the same period, broken down as follows: 2012/13 £5.992m, 2013/14 £17.157m, 2014/15 £17.576m and £12.768m in the current 2015/16 financial year.
- 2.8 The local context affecting our funding and demand for services is heavily influenced by Powys being sparsely populated with a wide geographic area requiring services. It has a higher than average elderly population that is predicted to increase at a rate that is significantly greater than the national average. This statistic can largely be attributed to people living longer as a result of better healthcare and improved lifestyles together with an inward migration of people above retirement age to the County.
- 2.9 Conversely the county's younger population is declining with a reducing birth rate and a sizeable outward migration of young people looking for further educational and career opportunities being the main contributors to this trend.
- 2.10 These factors in combination are presenting significant challenges. The provision of services to a dispersed and relatively small population is expensive as a result of greater transport costs and the demand for facilities to be delivered locally or within a commutable distance. Additionally, a consequence of an ageing population is the increased demand for more complex and therefore more expensive care support especially for those aged over 85 years.

3. Welsh Government Settlement

- 3.1 The Provisional settlement was received on the 9th December 2015. This indicated the Aggregate External Finance (AEF) figure was £168.488m which was a 4.1% or £7.147m reduction in grant after adjusting for transfers. The impact upon Local Government in Wales as a whole was a reduction in funding of 1.4%. This means that Powys has £1,252 of funding per capita, compared to the Wales average of £1,309.
- 3.2 Originally there was no floor mechanism in 2016/17, however, with the announcement by Welsh Government on 9th February the Council's funding has improved by £1.952m, reducing the level of funding reduction to 3%, with the reduction in funding across Wales of 1.3%.
- 3.3 Powys' Settlement also reflects movements in formula indicators like population projections, pupil numbers and benefit claimant counts.
- 3.4 The key indicators are shown in Table 1.
- 3.5 The number of pupils in Nursery and Primary Schools in Powys has reduced and Powys was ranked 2nd to bottom of all authorities. Pupil numbers decrease by 16 and the share of the overall grant fell in 2016/17.
- 3.6 The number of pupils in Secondary Schools in Powys has reduced by 186 and Powys was ranked 18 out of 22 authorities.

Table 1 Key Indicators

	All Wales	Powys	All Wales	Powys	All Wales	Powys	
Dataset	2015-16 Final	2015-16 Final	2016-17 Provisional	2016-17 Provisional	% Difference	% Difference	Rank
Population - Projections	3,117,238	134,302	3,131,170	134,600	0.4%	0.2%	14
Pupil Numbers - Nursery and Primary	254,048	9,897	257,423	9,881	1.3%	-0.2%	21
Pupil Numbers - Secondary in year groups 7-11	161,258	6,706	158,384	6,520	-1.8%	-2.8%	18
Free School Meals - Primary	47,269	1,104	47,125	1,027	-0.3%	-7.0%	20
Free School Meals - Secondary	28,375	622	27,664	654	-2.5%	5.1%	1
Children in out of work families	145,100	3,500	138,700	3,300	-4.4%	-5.7%	17
Total IS/ JSA/ PC claimants - Under 65	154,181	3,775	129,068	3,034	-16.3%	-19.6%	20
Total IS/ JSA/ PC claimants - 65+	131,593	5,298	127,130	5,121	-3.4%	-3.3%	9
Total IS/ JSA/ PC claimants	286,501	9,099	256,860	8,178	-10.3%	-10.1%	7
SDA & DLA claimants	146,168	4,740	138,725	4,451	-5.1%	-6.1%	20

- 3.7 The number of Free School Meals for Secondary pupils has increased by 32 pupils despite the 186 fall in the actual pupil numbers. Powys was ranked 1st in this category. For Primary School Free meals Powys was ranked 20th with a decrease of 77 pupils.

- 3.8 The settlement mechanism usually gives no requirement to specifically fund certain services, nor any specific service levels. However since 2012/13 WG indicated that it expected Councils to protect funding for schools, this is again expected for 2016/17 at 1% above the overall change in the Welsh Revenue Budget. This is 1.85% or £1.273m.
- 3.9 This year there is also a commitment to recognise “the crucial role Local Authority Social Services play in improving outcomes for the most vulnerable”. Across Wales an additional £21m was included in the settlement and for Powys this equates to £1.053m.
- 3.10 The Outcome Agreement Grant has transferred in the RSG and for Powys this is £1.376m.
- 3.11 The Single Environment Grant has reduced by £241k. This has been recognised as a pressure for the service and is therefore included in the Financial Model (FRM).
- 3.12 The Families First and Flying Start Revenue grants have also reduced by £138k and £61k respectively. The service was anticipating this reduction and have taken steps to reduce expenditure to match.
- 3.13 The amount of the Education Improvement Grant for Schools has not been announced but the indication from WG was that the level will be similar to 2015/16 for the next two years. The amount of the 2015/16 grant was £5.9m.
- 3.14 The Pupil Premium Grant has increase by £61k and is now £1.8m for 2016/17.
- 3.15 The indicative amount for the Supporting People grant has been announced with no reduction in the level of funding. This follows reductions in the previous three years.

4. Budget Strategy

Public Consultation

- 4.1 Over the past few years the council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought in a number of ways.
- 4.2 Three pieces of engagement and consultation were undertaken during 2015/16 to help inform the budget setting process for the next three years and to aid the decision making process.
- 4.3 Residents Attitude Survey - Summer 2015
- 385 telephone interviews conducted. Research is robust data at a county level.
 - Just over half of residents (52%) were unaware that the council had had a 4.4% decrease in funding from the Welsh Government which equalled a £7.7m funding gap.
 - Respondents were asked whether they felt it mattered who delivers services. Overall, 67% felt it didn't matter and 33% felt it did. (In the 2013 survey 26% respondents felt it did matter so there has been an increase of 6%).

- 52% of respondents would prefer the council to charge for services that were currently free rather than increase council tax, increase charges for things that residents already pay for, or increase charges for things that businesses pay for e.g. trade waste. (There was less desire for this in the 2013 survey so there has been a subtle shift in resident view here).
- 2/3rds of respondents did not feel that reducing our workforce further or only providing statutory services was a good way to reduce our costs.
- Residents were not keen for increases in council tax. Only a quarter opted for a 2.5% increase which is lower than that already proposed for 2015/16.
- When asked to consider what their current and future priorities might be, the analysis identifies some interesting differences. Respondents are twice as likely to identify environmental / street-scene type services as an immediate priority as opposed to a future priority (26% and 13% respectively). Conversely, caring for those in need (for example, elderly social care) is felt to be a priority for the future rather than now.
- Services relating to the development of the local economy are identified as the single key priority for improving quality of life and helping communities thrive.

4.4 Citizens Panel Survey - Autumn 2015

- 262 responses received. Profile of the panel is predominantly older residents who volunteer to take part in surveys.
- 59% citizen panel members said they were aware of current funding issue however a further 36% said they didn't really understand the background or why we were in this situation.
- 70% feel they have seen a difference and a reduction in the level of service provided over the past year. E.g. street cleaning, potholes, refuse collection, care.
- 92% are very or fairly concerned about the situation facing Powys.
- 80% of panel members stated they still tend to get their information about Powys via local media however 27% said they picked up flyers and posters and leaflets, 22% said they used the council's website and 22% said they got information from their town and community council.
- Over a hundred budget saving ideas were given by panel members and these were varied. They ranged from increasing council tax to selling the land and properties we hold and from boosting inward investment to protesting to Welsh Government about the current settlement.

4.5 Budget Simulator – Autumn 2015

- 476 residents submitted a budget that addressed the necessary savings targets. The number of responses should allow for a fairly robust resident overview at a county level although people self-selected (i.e. chose to take part in the exercise or not) and were not chosen at random to do so using a social research sampling plan.
- Figures show that the home web page created to promote the simulator exercise had over 2000 hits and 1438 unique page views. This means that a

third (33%) of those viewing the page went on to submit a budget and 67% didn't.

4.6 Conclusions:

- 4.7 The research conducted over the course of this year suggests that residents have a growing awareness of the budget deficit facing the Council and the need to make savings over the next three financial years.
- 4.8 There is a definite appetite from residents for more outsourcing of services with a clear mandate around the importance of delivery of a service rather than an issue about who delivers it.
- 4.9 There is a reluctance to see the services that provide for the more vulnerable in our society being cut. In particular there was less appetite for budget cuts for children with disabilities, services for looked after children and home care services.
- 4.10 There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements.
- 4.11 There is some acceptance that the council should be looking at charging for services that are currently free although there is little support for an increase to council tax, increased charges for things that residents are currently paying for or increased charges for services that businesses in Powys use. However some comments received supported an increase in council tax to sustain current levels of service delivery. Interestingly when the council conducted the 'Simalto' exercise a few years ago, respondents were asked if they would be prepared to pay more in council tax to sustain their chosen service priorities and the majority said yes. This implies that there is a link between a willingness to pay an increase in council tax and a resident's perception around their getting value for money services that meet their needs.
- 4.12 Residents are now seeing and stating that they have seen a decrease in the level of services provided by the council over the past year and satisfaction with the services that we provide overall as a council has decreased over the past five years.*

*Source – Residents Satisfaction Survey
- 4.13 There are calls for fewer councillors and more senior level posts to be deleted.
- 4.14 Significant numbers of comments, ideas and suggestions about where efficiencies could or should be made were received.

Members Seminars

- 4.16 Members of the Council have been engaged in the budget planning process from the outset through a series of budget seminars. These

seminars have looked at the development of the budget proposals throughout the year and all members have had the opportunity to consider, challenge and input into the process. Financial assumptions and provisional settlement information have been shared with members and the impact on the budget modelled and considered. Members were formed into smaller groups to look at the savings proposals in more detail, they were able to question and challenge each proposal to ensure that they understood them and the impact it has on the delivery of the service and on our citizens. In latter seminars members were provided with the Single Integrated Impact Assessments for each of the proposals and feedback from the consultation exercises carried out.

Finance Scrutiny Panel

4.17 Last year the Council worked with the Centre for Public Scrutiny (CfPS) to improve the process for the scrutiny of the Council's budget. This pilot attracted wide interest with the approach being used in Powys presented at a UK scrutiny conference. In Powys it resulted in the formation of the Finance Scrutiny Panel comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee. The Panel has undertaken an analysis of key Council reports including the Budget Strategy for 2016/17, the Statement of Intent, the Medium Term Financial Strategy and the draft budget proposals for 2016/17. As part of the process it has interviewed Cabinet and Management Team about the proposed budget and longer term strategy.

5. Proposal – Revenue Budget 2016/17

- 5.1 Underpinning the Council's budget plan and strategy is the Financial Resources Model (FRM), this model is continually reviewed and developed in formulating the proposal submitted today.
- 5.2 The proposed Net Revenue budget for the Council for the financial year 2016/17 is £237.1m.
- 5.3 The budget is underpinned by the revenue settlement received from Welsh Government (WG) which funds 71.9% of the council's net expenditure, in addition WG and other Government departments fund activities through specific grant. The remaining net expenditure is funded by Council Tax.
- 5.4 The proposal includes an increase in Council Tax of 4.25%, however this is not subject to approval as part of this report, as this is a matter for full council determination. However the report recommends the level of Council Tax to be included in the budget that goes to full Council on 25th February 2016 with Council Tax setting being considered by a separate full Council on the 9th March 2016.
- 5.5 Should this level of increase be changed the financial impact will be as follows:-
 - 0.25% change £160k
 - 0.50% change £320k

- 1.00% change £640k

- 5.6 The model is developed within the framework of the Medium Term Financial Strategy attached as Appendix 1. The MTFS is influenced by the overall framework, This includes consideration of the Statement of Intent, the Powys One Plan and a range of issues including community needs and residents' views, financial and inflationary pressures, performance and regulatory reviews from Welsh Audit Office, Estyn and Care and Social Services Inspectorate Wales (CSSIW). As a result it takes account of external as well as local issues.
- 5.7 The FRM shows a balanced budget for 2016/17 and is attached as Appendix 2. The specific details of the assumptions and items included are provided in the sections below.
- 5.8 Inflationary pressures have been considered across services and £0.977m has been provided to meet these additional costs, the majority of this funding provides for the 1% pay award.
- 5.9 The Outcome Agreement Grant (£1.376m) and additional Local Government Borrowing Initiative for Schools (£0.107m) have transferred into the RSG and the effect of these transfers has been included in the model and proposes that service budgets are amended accordingly. This provides an element of protection to services.
- 5.10 The proposal identifies and includes investment and service pressures of £10.697m. This demonstrates that the budget takes a balanced approach.
- 5.11 Job Evaluation was implemented in April 2014 and the proposal includes £134k to fund the last of the incremental rises in relation to the roll out of the new salary structure.
- 5.12 Single Tier Pension - NI Change - Non Schools is the National Insurance cost of the introduction of the Single Tier Pension. The authority will no longer be able to benefit from the reduced employer's National Insurance contribution for contracted out staff and will have to pay the full liability.
- 5.13 In April 2014 the way in which the Council was required to fund its pension liability changed with the deficit recovery element amended to a fixed amount rather than as a percentage of pay charged to the service. The consequence was that the fixed amount will increase over the next four years and a provision of £250k per annum has already been included in the FRM since last year. Staffing reductions mean that the service areas no longer contribute as much towards the fixed sum and provision to make up this shortfall is required corporately. The impact of further transformation, staffing reductions, outsourcing and joint ventures will further increase the shortfall during 2016/17 and future years. In order to meet the ongoing liability an increase of £660k is included in the budget proposal for 2016/17.

- 5.14 An increase of £11k is included to fund Powys' contribution to the collaborative Coroners service.
- 5.15 The council must fund the transformation of services across the organisation. It is important to recognise the need for additional resources to manage the change effectively and therefore £510k has been included to support the change programme. In addition investment in staffing to increase transformation and commissioning capacity is also proposed with £70k in 2016/17.
- 5.16 The Authority is required to pay into a combined fire service fund in accordance with the Mid and West Fire Service (Combined Scheme) Order 1995, Part IV. Powys is one of six authorities contributing to the fund. Despite collective discussions the Mid and West Wales Fire and Rescue authority have increased the annual levy by 1%. This means the Powys County Council budget has to meet an additional unfunded pressure of £54k because of Mid and West Fire Service's decision.
- 5.17 Following a review of income opportunities that looked at the focus of income generation and cost reduction opportunities the budget proposal includes the allocation of a £620k target across service areas in 2016/17 together with an additional target of £400k in each of the following 2 years.
- 5.18 The Cabinet recognises the commitment expressed by Welsh Government in protecting Schools and the Adult Social Service budget. The proposal provides the 1.85% level of protection for Schools with £1.273m passported into the Schools Delegated Budget, and £1.053m allocated to Adult Social Care which represents the same percentage increase in line with the overall increase in funding across Wales.
- 5.19 New statutory requirements under the Welsh Language (Wales) Measure 2011 come into force with effect from the 30th March 2016, a Compliance Notice has been issued for the new Welsh Language Standards and this proposal includes £150k to fund these requirements.
- 5.20 Targets for the delivery of savings relating to third party payments are included in the current (2015/16) budget and as reported throughout the year delivery of these is limited. A review of the opportunities has been undertaken and it is proposed that these targets be reduced from the original £1.7m to £1m.
- 5.21 The Council has adopted the application of the living wage and agreed to review the rate on an annual basis. The budget proposal includes a provision to increase the living wage to £8.25 for its employees from the 1st April 2016. It also considers the potential impact on external contracts as other bodies are required to apply the new national living wage.

- 5.22 A contingency of £300k in 2016/17 increasing by £200k in future years is also included in the plan. It is appropriate a small contingency is included in the budget and this represents a prudent approach.
- 5.23 The Highways revenue budget is allocated £850k additional revenue funding for activity relating to the Highways Network. Considerable revenue budget has been removed from the service due to a change in the capitalisation policy and this has put the budget under pressure.
- 5.24 It is essential that the overarching budget strategy brings together the Revenue and Capital budgets alongside the policy on Reserves. The approach has been to see these three key documents as linked and forming the foundation of our financial plans. The Revenue Budget proposed includes these considerations with provision for the financing of capital, proposals around reserves and a significant saving generated from a change in policy for the calculation of the Minimum Revenue Provision (MRP). The change in the MRP is the result of external advice by our treasury management advisors and is an approach adopted by several other welsh authorities for 2016/17 onwards and will yield £3m of savings for 2016/17. Part of effective budget setting requires a sound policy on reserves and this was agreed by Cabinet on 11th December 2015. A significant change has been to reflect on the Auditor General's advice on reserves with special emphasis on a risk based approach.
- 5.25 In order to produce a balanced budget for 2016/17 and future years over the period of the strategy, savings of £29.887m were required and services were targeted with identifying proposals to deliver a 20% reduction in funding over the next three years.
- 5.26 Adult Social Care –The Cabinet has recognised the financial pressure being experienced within Adult Social Services with an increasing demand for services to support Powys' elderly population. An element of protection has been provided for the service for 2016/17, from which the service will need to meet the demographic pressures, inflationary increases and other financial pressures. The service will contribute 5% of its budget as savings in 2017/18 and 2018/19. The Cabinet has proposed to earmark the funding that Welsh Government has stated should passport to Social Services. However there will be a need for Social Services to deal with pressures including the additional cost of domiciliary care following the bringing in-house of previously external service provision.
- 5.27 The service proposals for 2016/17 and the following 2 years have been included in the budget plan and are provided in detail in Appendix 3.
- 5.28 The proposals include:-

- A greater emphasis on a more transformational approach to service change in order to work within a reducing funding envelope.
- New delivery models are being created including, where appropriate, integration with the Powys Teaching Health Board.
- Review our use of property to maximise the opportunities for shared service delivery whilst reducing our property portfolio to eliminate unnecessary cost, and increase capital receipts.
- Considering ways we can reduce transport costs whilst taking into account the rural nature of Powys and citizen needs.
- Where possible and appropriate, maximise the recovery of costs (particularly in areas where alternative service provision is available).
- Consider further partnership working in order to increase efficiency and reduce cost.
- Identify services that may be no longer appropriate or required.
- Develop a community delivery approach to service delivery via the Stronger Communities Programme Board and our partners.
- Review third party spend so that contracts and specifications are appropriate and proportionate and meeting our priorities.
- Through regional and hub partnerships within ERW implement the national model for school improvement.
- Continue to restructure our services for additional learning needs, inclusion and behaviour through implementation of the revised Strategy for Special Educational needs.
- Review the school age of admissions policy
- Implement the revised School Transformation Policy and revised methodology for reviewing schools to ensure quality leadership, teaching and learning, affordability and sustainability in all phases of education.
- Implement the 21st Century School Capital Programme.
- Pass on to schools delegated budgets all increases or reductions which relate to changes in pupil numbers.
- Expect schools to take account of all inflationary pressures including staffing costs when preparing their budgets.
- The redesign of our Social Care services and management structures including the de-commissioning of services. Where there is value to be added we will work regionally to improve purchase power and make better use of specialist skills where critical mass does not exist in Powys.
- Continue to build on the success of our early intervention and prevention approach with well-defined and integrated care pathways, including a joint approach with Powys teaching Health Board and other partners such as the third sector.
- By developing a new contract with our citizens / communities, we will set clearer eligibility criteria designed to support those people most in need alongside full cost recovery access model to services such as income generation (where a client can afford more) and direct payments.

6.0 Reserves

- 6.1 The Reserves Policy was approved by Cabinet on the 11th December 2015. The policy establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 6.2 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Councils Budget setting process.
- 6.3 The level of reserves held and their forecast use in 2015/16 is reported monthly to Cabinet as part of the budget monitoring report and the table below reports the opening and projected balance of the reserves held.

Summary	Reserves 01/04/15 Surplus/ (Deficit) £'000	Forecast Addition / (Use) of reserves £'000	Projected 31/3/16 Surplus/ (Deficit) £'000
General Fund	8,988	21	9,009
Projected Overspend	0	(3,227)	(3,227)
Projected Overspend - Schools Delegated	0	(436)	(436)
Other			
	8,988	(3,642)	5,346
Ringfenced & Specific Reserves			
Budget Management Reserve	2,019	0	2,019
Specific Reserves	1,516	64	1,580
21st Century Schools Reserve	6,916	(2,040)	4,876
Invest to Save & Corporate Initiatives (inc JE)	9,355	(1,108)	8,247
Insurance Reserve	2,188	0	2,188
Transport & Equipment Funding Reserve	3,028	(3,146)	(118)
Sub-Total	25,022	(6,230)	18,792
Schools Delegated Reserves	3,604	(2,048)	1,556
School Loans & Other Items	(521)	50	(471)
Projected Underspend	0	657	657
Net School Delegated Reserves	3,083	(1,341)	1,742
Total Ringfenced & Specific Reserves	28,105	(7,571)	20,534
Housing Revenue Account	3,832	(3,495)	337
Projected Underspend	0	(88)	(88)
	3,832	(3,583)	249
Total Revenue Reserves	40,925	(14,796)	26,129

* School delegated reserves are split out to show reserves position under budget funding arrangements as some items are not yet recorded in the financial ledgers. This is intended to show the reserves as if the accounts were shut down at the end of this period.

- 6.4 A risk based assessment has been carried out to review the level of reserves held and to assess if this level is appropriate when tested against the budget proposals. The strategy identified in last year's budget to replenish these reserves has been subject to review as part of the process
- 6.5 The 2015/16 budget included the replenishment of reserves previously used to fund the wind farm appeals and the temporary use of reserves to balance the budget. In addition a further £500k was set aside to contribute to the General Fund Reserve to assist in increasing the reserve up to the desired level of 3% of net budget.
- 6.6 The level of reserves held has been reviewed and due to the increasing financial pressure faced by the Council it is proposed that the replenishment of the reserves is delayed. This can be accommodated without increasing the risk to the Council.
- 6.7 The profiling of pressures and savings over the life of the 3 year plan result in an unbalanced budget for 2016/17, in order to balance this year it is proposed that £500k is drawn from the Budget Management Reserve to produce a balanced budget. The Budget Management Reserve was put in place for this purpose and its use is appropriate. It is important to note this is not a use of the general fund reserve.
- 6.8 Reserves previously set aside to support the Capital Programme will continue to be used in 2016/17, namely the 21st Century Schools Programme and the Transport and Equipment Fund.

7.0 Single Integrated Impact Assessment

- 7.1 A revised approach has been adopted for impact assessment of the budgets. All budgetary proposals carry associated impacts – whether it is an impact on service delivery, equality and poverty, Welsh language, well-being of future generations, safeguarding, or a combination of any or all of these. The level of savings required for this year and the next two years of the MTFS is considerable and requires robust consideration regarding their impact. There must be an appropriate balance struck between, on the one hand being aware of the impact and seeking to avoid or mitigate adverse impacts and, on the other, the benefit gained from making the saving. It is therefore inevitable that a certain, manageable amount of risk is inherent within the budget.
- 7.2 In 2012, The Equality and Human Rights Commission provided advice from an equalities perspective in terms of the Council's assessment process. Following on from The Equality and Human Rights Commission guidance a combined assessment approach has been adopted. This process considers impacts against a number of theme areas in a holistic and proportionate way and a Single Integrated Impact Assessment is carried out. Details of the process undertaken is provided within the MTFS.

- 7.3 As well as the general guidance provided in completing the assessments, training has been provided to support services in developing their assessments.
- 7.4 Risks identified within the impact assessments will be monitored in service risk registers or the corporate risk register going forward.
- 7.5 The 2016/17 budget proposals continue to seek to protect families, communities and front line services where possible, as well as continue to support the delivery of the key priorities within the One Powys Plan. Furthermore they are shaped by consideration of the impacts on equality groups and the vulnerable in our society.
- 7.6 The individual impact assessments have informed and assisted the Cabinet and Council in forming the proposed budget.
- 7.7 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 service risk registers to ensure continual monitoring and management of the risks.
- 7.8 The corporate risk register is reported to Cabinet, Management Team and Audit Committee on a regular basis and forms part of on-going monitoring of impacts and risk. Heads of Service and their management teams are responsible for reviewing and managing risks within their service areas.
- 7.9 There are a number of risks associated with the budget plans. In 2014 the council revised its approach to risk management and this is now managed on a corporate basis with regular reports to Cabinet and Audit Committee. A risk assessment has been undertaken of each of the budget savings proposed by service areas. This assessment identifies the deliverability of the saving, along with the likely impact to service delivery.
- 7.10 The risk assessment allows a risk status to be attached to each saving, and significant risks are monitored within service risk registers. The corporate risk register has also formed part of the background data assisting the budget setting process.

8.0 Proposal – Capital Budget 2016/17 to 2019/20

- 8.1 Capital investment remains important as the council continues to renew its core infrastructure. Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the effect of better infrastructure to deliver services.

- 8.2 Capital investment also has a significant input into the delivery of revenue savings and it is essential that both budget strategies are developed in tandem.
- 8.3 The Capital Strategy is attached as Appendix 4. The Strategy sets out the priorities for the next 4 years with the Capital Programme totalling £163.001m. This is a significant commitment.
- 8.4 The major changes from the previous year's capital programme, approved in February 2015, are the inclusion of the following projects which are shaded in the capital programme, which is Appendix 1 in the Capital Strategy.
- Mid Powys School £17.6m funding for Powys
 - Crickhowell High School Extension - £1m
 - Street Lighting £1.533m to upgrade the remaining lights to LED
 - Flood Alleviations Schemes £0.32m 15:85 Powys and WG
 - North Area Household Waste Recycling Centre £0.7m
 - Baling and Sorting Equipment for Waste £0.35m
 - County Farms £0.5m for urgent works to Farms
 - Office Accommodation Review £6m
 - Fleet Facility - £2.5m subject to a business case
 - Regeneration Fund increase by £0.5m
 - Other Regeneration Projects £0.489m
 - IT Strategy £2m
 - Mobile working and Transformation in Adult Services £0.443m
- 8.5 A further £69.446m is included for the Housing Revenue Account (HRA). The HRA priority is the Welsh Quality Housing Standard Programme with the standard to be achieved by March 2018.
- 8.6 The changes to the HRA capital programme are the increase in the amount required to complete the WHQS. The budget allows for any access refusals to be completed. The other items are:
- Disabled Adaptations £1.046m
 - IT – mobile working £200k
 - Level Access Bungalows £3.75m
 - Garage Improvements £0.1m
- 8.7 The Council's Capital budget for 2016/17 is proposed at £30.237m and in addition the Housing Revenue Account Capital Budget is proposed at £18.55m for 2015/16, the details of which are included in the Strategy in Appendix 4.
- 8.8 The FRM includes an increase in the 2016/17 budget to support the prudential borrowing requirements of the capital budget.

9.0 Prudential Indicators

- 9.1 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full in Appendix 5. The tables include revised estimate for 2015/16, as well as the indicators for the next four years, up to 2019/20.
- 9.2 The key indicators of affordability are the estimate of the ratio of financing costs to net revenue stream (Table 1) and the estimates of the incremental impact of capital investment decisions on the council tax (Table 2). The incremental cost on the council tax is £39.35 per band D property by 2019/20, of this £37.38 is due to prudential borrowing. This borrowing is show in the FRM as new capital funding. The ratio of financing costs for the council fund shows a slight increase from 5.16% in 2015/16 to 6.27% by 2019/20.
- 9.3 The incremental impact on Housing Rents (Table 4) increases from £0.57 in 2015/16 to £8.26 by 2015/16 of this £8.03 is for Prudential Borrowing. This is in line with the 30 year Business Plan due to be submitted to WG. The amount of the HRA income required to pay for financing increases from 9.73% in 2015/16 to 25.71% by 2019/20. The increase in the financing cost is because the HRA exited from subsidy system and instead has increased debt charges. The subsidy payment was £5.7m while the debt charges for the £72m are £4.4m.
- 9.4 The Capital Financing Requirement (CFR) is shown in Table 5 and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that is not yet been financed by capital receipts, capital grants or contributions from revenue.
- 9.5 The CFR is currently £224m and will rise to £379m by the end of 2019/20 of this £110m is estimated to be HRA debt, of this £72m is the settlement buyout of the HRA. The level of external debt is lower than the CFR reflecting the current Treasury Management policy to internally borrow via reducing investments. The actual external debt at 31st March 2015 was £181m.
- 9.6 Table 6 shows the gross debt of the authority against the CFR. This demonstrates that the authority is only borrowing for a capital purpose because the gross debt is below the CFR
- 9.7 The Authorised Limit for External Debt (Table 6) and Operational Boundary (Table 7) both reflect the current Treasury Management policy and are set at a level to be affordable as well as prudent.
- 9.8 The Council under the International Financial Reporting Standards (IFRS) has had to recognise a number of leases as Finance Leases. This change in accounting policy has led to the creation of a long term liability as well as a Section 106 which must be repaid or used in the future.

- 9.9 It is recommended that the level for the Authorised Limit is set at £404.7m. Members are asked to note that the Authorised Limit determined for 2016/17 will be the statutory limit under Section 3(1) of the Local Government Act 2003.

10.0 Medium Term Financial Strategy 2017/18, 2018/19

- 10.1 The Medium Term Financial Strategy attached as Appendix 1 provides the framework for future budget modelling and the FRM incorporates the details of the budgetary impact.
- 10.2 The FRM (Appendix 2) already builds initial budgets for the following years and the model currently assumes continuing reductions in funding of 4% in 2017/18 and 2018/19.
- 10.3 Forecasting inflation includes a number of assumptions. It is assumed that the pay award will be at 1% for both 2017/18 and 2018/19. It also assumes that commitment to protect schools will also remain.
- 10.4 Council tax increases of 3.75% are currently included for 2017/18 and 2018/19.
- 10.5 Service pressures are included at £4.324m for 2017/18 and £2.183m for 2018/19.
- 10.6 These factors will have a real terms cut in the Council's spending power and further savings have to be identified to produce a balanced budget. On the current modelling these amount to £9.956m in 2017/18 and £9.927m in 2018/19.

11.0 Timetable of Key dates

- 18th February 2016 Cabinet agree Budget, Medium Term Financial Strategy, Capital Strategy and proposed Council Tax.
- 25th February 2016 Council approve Budget, Medium Term Financial Strategy and Capital Strategy.
- 2nd March 2016 Final Settlement announced
- 9th March 2016 Council set Council Tax.

12.0 Longer Term Strategy and the position to 2020

- 12.1 Central government remains committed to eliminating the budget deficit and this will affect the level of funding received by Welsh Government. The policy of reducing the levels of public debt means Local Government in Wales can expect at least three more year of reduced grant income from Welsh Government.

12.2 It is vital we prepare for what is being termed as a 'new reality' for Local Government. We cannot be precise about how we will respond by the end of the decade but significant steps have been taken with a new vision in place supported by an agreed set of principles to underpin our approach to delivering Powys 2020.

12.3 The scale of the deficit reduction will drive huge change across the Council. Unless this change is funded appropriately and delivered the ability to set balanced budgets in future years will be significantly reduced given the relatively straightforward savings have already been taken in previous years.

12.4 It is evident that we are entering a new era for Local Government and the response is a new vision that emphasises a shift in the Council's approach. This is a longer term commitment to reshaping service provision working with communities as our approach to commissioning evolves. This will seek to support and sustain communities for the future by designing and delivering services with the community.

12.5 The remodelling of Council services to respond to reduced funding will also have to place developing the local economy at the heart of our strategy. This will play a role in our financial planning. By doing this we can seek to shift the balance of funding towards areas that we control so that we have some resilience to be able to absorb some of the estimated future reduction in Welsh Government funding. We must recognise that the welcome late reintroduction of the 'floor' for 2016/17 at a level of 3% means Powys is once again one of the only 3 Local Authorities in receipt of this assistance. It cannot be guaranteed that this will continue given the pressure likely to be placed on financial settlements that are received by Welsh Government from Westminster.

12. One Powys Plan

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

13 Options Considered/Available

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

14. Preferred Choice and Reasons

14.1 The preferred choices are set out in this report.

15. Local Member(s)

Not applicable

16. Other Front Line Services

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

17. Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)

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

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

18. Corporate Communications

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

19. Statutory Officers

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

19.2 Planning for 2016/17 and beyond commenced at an earlier stage for this budget and MTFS. The proposals included in the report and its appendices deliver a balanced budget for 2016/17. All Councils are facing increasingly difficult decisions when setting budgets because relatively straightforward efficiency savings have largely been taken in previous years. The budget has areas that will be difficult to deliver and it is important that performance is closely monitored.

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

The Report has been prepared in accordance with the requirements of the Local Government Act 2003 and the Local Government Finance Act 1992. In accordance with Section 25 of the 2003 Act, the Council must have regard to the advice of the Head of Finance, 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.

20. Members' Interests

20.1 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.

Recommendation:	Reason for Recommendation:
1. That the proposed Revenue Budget for 2016/17 shown in the Financial Resource Model in Appendix 2 is accepted and recommended to full Council on the 25th February 2016.	Statutory Requirement
2. The proposed Capital Strategy for 2016/17 shown in Appendix 4 is accepted and recommended to Full Council on 25th February 2016.	Statutory Requirement
3. That a Council Tax increase of 4.25% is included in the budget that goes to full council on the 25th February 2016.	There is a Statutory Requirement to set Council Tax but the level is a matter for local determination.
4. That the Medium Term Financial Strategy for 2016 to 2019 as set out in Appendix 1 to the report be agreed in principle.	To aid business planning and development of the budget over a three year period
5. The authorised borrowing limit for 2016/17 as required under section 3(1) of the Local Government Act 2003 be approved as set out in paragraph 9.9 of the report.	Statutory Requirement
6. The Prudential Indicators for 2016/17 are approved as set out in section 9 of the report.	Statutory Requirement

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Chief Executive
Date By When Decision To Be Implemented:	1st April 2016

Contact Officer Name:	Tel:	Fax:	Email:
Jason Lewis	01597 826318		jason.lewis@powys.gov.uk

Background Papers used to prepare Report:

Provisional Settlement
Updated Provisional Settlement

List of Documents

Appendix 1 Medium Term Financial Strategy
Appendix 2 Financial Resource Model
Appendix 3 Budget Savings
Appendix 4 Capital Strategy
Appendix 5 Prudential Indicators – To be issued
Appendix 6 Income Management and Service Cost Recovery Policy
Appendix 7 Reserves Policy
Appendix 8 Single Integrated Impact Assessments

Powys County Council's

Medium Term Financial Strategy

2016 to 2019

Foreword by the Leader

The setting of the budget and medium term financial strategy in the face of continuing reductions in grant income from Government remains the most critical challenge facing Powys County Council. Our response has been to move to a three year balanced Medium Term Financial Strategy (MTFS). The strategy also recognises that the future may well be even more challenging by creating a surplus in year three. This gives the Council strategic options beyond the three year time frame of the current MTFS

This year we saw the original provisional settlement deal a further blow to our finances with the largest grant reduction out of the 22 local authorities in Wales with a 4.1% reduction. However I am pleased that we were able to work with other rural authorities, and all our Assembly Members and others to see this reduced to a level of 3%.

In the absence of any indicative funding levels from Westminster for Welsh Government the Strategy lays out a realistic assessment for our funding levels going forward. Despite a more optimistic view from the Chancellor in last year's autumn statement the UK Government remains committed to its deficit reduction programme. As a result we have factored in reducing funding as key assumption in the medium term financial strategy.

The Cabinet has committed to protecting front line services wherever possible. This means we are less concerned with who provides a service than we are with ensuring services are delivered. Therefore it is likely we will see services delivered in a different way or by other organizations.

Whilst we cannot be precise about how we will respond by the end of the decade, we have reset our vision for the direction of travel. In addition we must also prepare for the significant changes to services that will be brought forward by Welsh Government.

Our vision is a Council that places working with our communities at the heart of its response and 'Stronger Communities in the Green Heart of Wales' underpins this approach. Clear priorities to deliver our Powys 2020 programme and this is based on our guiding principles of Valued Services; Supporting the Vulnerable; Local Delivery; Personal Responsibility; Value for Money and Improving Productivity. Together these form a clear basis for the future.

Stronger Communities in the Green Heart of Wales is not our only response to this significant challenge. We've already reshaped the organisation and have a strong integrated Joint Strategic Plan with our key partners. The 'One Powys Plan' is at the heart of our response to the financial challenges.

Unlike the rest of local government in Wales we have stability in terms of the longer term. The decision to keep Powys as an entity recognizes we have a unique position in Wales. Unlike any other local authority in Wales we have a single Local Health Board that shares the same boundary. This points to the future direction we will take; we remain separate organisations but will work ever more closely together. As a Commissioning Council, we will explore different options for services from in-house provision, to utilising the commercial sector, to extending our joint working with our key partner Powys Teaching Health Board.

I remain confident that having taken this approach we will deliver the required savings, reduce demand and increase efficiencies. These changes will need to be at a pace and of sufficient scale and impact to meet the funding changes outlined in the Medium Term Financial Strategy.



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

DRAFT

Introduction

This document is the financial strategy for Powys County Council for the period 2016 to 2019. It has been developed as part of the overall strategic planning process that involves the 'Statement of Intent' which captures the financial, regulatory and policy drivers affecting the council and sets the direction and approach. It also incorporates the plan for delivering a balanced budget for 2016/17, and indicative budgets for the following 2 years to March 2019. This means the Council has a balanced on-going financial plan to enable service transformation within a realistic estimated funding envelope.

This financial strategy includes all Council services and activity funded by the revenue budget, the Housing Revenue Account and the Capital programme. This information is presented in a 5 year Financial Resourcing Model (FRM) attached as Appendix 2 and a 5 year Capital Strategy (Appendix 4).

The FRM sets out how a balanced budget will be delivered for 2016/17, however, this position is reliant on the delivery of **£10.004m** savings during the year.

The FRM identifies the requirement for further savings of **£19.883m** over the remaining period of this strategy. Given that local government does not have funding data from Welsh Government beyond 2016/17, this assessment is based on indicative figures and work undertaken by the WLGA and the Institute for Fiscal Studies focusing on how Local Government Settlements in Wales may be affected by the national deficit recovery programme in the future. It is therefore based on best possible available information. However, forecasting for future years is difficult to predict with any great certainty and is subject to multiple internal and external influences. Even so, it is highly likely the reducing funding for Powys will continue because the national deficit recovery programme will continue to at least the end of the decade.

Strategic Context

Economic and Demographic Context

The Council's budget settlement continues to be adversely affected by the UK Government's austerity measures to significantly reduce public spending in order to address the UK's debt situation.

The Spending Review announced on 25th November 2015 set budgets for government departments and the devolved administrations for each financial year for the rest of this Parliament (2016/17 to 2019/20).

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

It is widely accepted that the Spending Review has been less severe than estimated before the announcement on 25th November. However the position for Powys is likely to see little change in our comparative funding level in Wales. This is not only because of the likely population levels but also because the funding formula for local government fails to recognise the full cost of service delivery in sparsely populated areas and the inadequate weighting for areas with a higher average population age.

For the UK the pace of spending cuts has been reduced with the position a result of improving forecasts for revenues and marginally less borrowing than anticipated over the next five years. Targets for a surplus by the end of the parliament remain intact. Underpinning the spending plans is the economic projections provided by the Office for Budget Responsibility (OBR). Compared to Summer Budget 2015, the Office for Budget Responsibility now forecasts higher tax receipts and lower debt interest, with a £27 billion improvement in the public finances.

Scotland, Wales and Northern Ireland will all receive more money to be spent on infrastructure (capital) projects, with each government deciding where this will be spent. This will be an increase of around 14% for Scotland, 16% for Wales and 12% for Northern Ireland.

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

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

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

2020 Vision

The Council's response to the challenges that it faces is captured in its vision of what the Council will look like and how public services will be delivered by 2020. It envisages 'strong communities in the green heart of Wales' that are vibrant, economically active and work in partnership with the Council to deliver services locally. In support of this vision, the Council has established four key priorities. They are:

- Remodelling council services to respond to reduced funding

We need to find a way of dealing with increased demand and expectations on some of our services while spending less than we do now. This means taking a new look at how we deliver services rather than simply carrying on doing what we did in the past so that we meet people's needs in the most appropriate and cost effective way. This process is called commissioning. This may mean re-designing a current service or working with a partner so that they provide the service on our behalf. In the future the council will be smaller with people employed by other organisations, such as the voluntary sector, town and community councils, not-for-profit organisations or commercial enterprises.

- Supporting people within the community to live fulfilled lives

People living longer puts more pressure on older people services. We need to move away from traditional based services which are expensive and not built around the personal requirements of those in need. We need to ensure that the homes we provide for older people meet the needs of this generation of vulnerable older people. This requires the design of new services that promote prevention and personal control which are community based. We need to build on our current commissioning relationship with our partners to design and deliver services that promote independence and alternatives to institutional care. This can contribute to the long-term sustainability of our communities by developing the local care economy.

- Developing the economy

A healthy and enterprising economy is essential for sustaining communities which is why economic development is one of our top priorities. Low levels of economic activity have contributed to the number of young people who leave in search of opportunities elsewhere and don't return. This has had a direct impact on services such as schools, as the number of young people in our county declines. It also affects the supply of people in the local workforce and on the ability of successful local businesses to grow within the county. Traditional approaches to regeneration have not secured sufficient economic growth. Our new regeneration strategy will focus upon how we can support the local economy. For example, through using our land ownership and influence to promote economic activity in all sectors, and through the decisions we make in respect of the improvement and maintenance of our existing housing stock and the development of new homes. Improved transport links and access to superfast broadband will make Powys an attractive proposition to invest in, or to relocate to. That's why we are already lobbying for, and securing, investment in infrastructure that will encourage growth, including an hourly service on the Cambrian railway line, the Newtown Bypass and working with BT to introduce high speed broadband to rural communities.

- Improving learner outcomes for all, minimising disadvantage

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

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

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

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

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

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

Statement of Intent

The Council maintains an internal Statement of Intent as a key part of its business and financial planning process. It captures the financial, regulatory and policy pressures affecting the Council and outlines the Cabinet's intent and approach to the Council's budget and improvement priorities.

It presents the combined point of view and best understanding from officers and members of how the council will meet its citizen, service and financial obligations over the medium term in a deliverable and sustainable way. It also sets out the approach being adopted by Council directorates in responding to the pressures and challenges. These approaches are summarised later in this strategy and the supporting actions are detailed in the schedule attached as Appendix 3. The full Statement of Intent is attached as Appendix 5.

Budget Strategy and Principles

The Council's Budget strategy centres on the Council's vision and the four organisational priorities that aim to meet the challenges presented by the combination of reduced funding and service pressures. The priorities are outlined in a previous section.

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

The budget principles are as follows:

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

These principles underpin and shape our budget, ensuring we deliver the Powys 2020 vision.

People Services

Our people services include adult social care, children's services and housing. These services are developing a number of 'whole system' approaches both within the services, the council and in our work with partners in order to make our contribution to the Council's savings requirements. By 'whole system' approach we mean that we look at the broader picture of what is being delivered to service users as a whole and work to redesign our approach so that each component part of service delivery compliments and contributes to the overall service delivered and improves the impact and service users experience. We must deliver savings of £8.168 by 2018/19.

We are progressing:

- The redesign of our service and management structures including the de-commissioning of services. Where there is value to be added we will work regionally to improve purchase power and make better use of specialist skills where critical mass does not exist in Powys.
- Continuing to build on the success of our early intervention and prevention approach with well-defined and integrated care pathways, including a joint approach with Powys teaching Health Board and other partners such as the third sector.
- Developing a new contract with our citizens / communities, we will set clearer eligibility criteria designed to support those people most in need alongside full cost recovery access model to services such as income generation (where a client can afford more) and direct payments.

As part of this strategy there will be changes to the type and level of service we offer our citizens, however we remain focused on supporting and protecting the most vulnerable.

Our people services will remain committed to:

- High quality, efficient and effective services that focus on impact and outcomes.
- Engaging our citizens in building social capacity (both individuals and communities) - in essence partnering with our citizens to deliver services.
- Developing effective and efficient care pathways from universal through to acute, through managed demand for the whole population in collaboration with our partners.
- Equity of access - ensuring that the resource requirement and true service cost is fully understood.
- Partnership and collaboration with key partners, ensuring we have the capability to meet new legislative requirements.

Schools Service

Our schools service has an overall annual budget of £99m, £69.8m of which goes directly to schools and forms their delegated budget. An additional £9.5m per annum is used to provide home to school or college transport. A total of £4.576m savings is required by 2018/19.

Transforming learning and skills is one of the five main themes of the One Powys Plan 2014-17. We are committed to ensuring that “All children and young people are supported to achieve their full potential”.

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

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

We will:

- Through regional and hub partnerships within ERW implement the national model for school improvement.
- Continue to restructure our services for additional learning needs, inclusion and behaviour through implementation of the revised Strategy for Special Educational needs.
- Review the school age of admissions policy

- Implement the revised School Transformation Policy and revised methodology for reviewing schools to ensure quality leadership, teaching and learning, affordability and sustainability in all phases of education.
- Implement the 21st Century School Capital Programme.
- Pass on to schools delegated budgets all increases or reductions which relate to changes in pupil numbers.
- Expect schools to take account of all inflationary pressures including staffing costs when preparing their budgets.

The council will also consider recommendations to the provision in its secondary sector and this also links to the budget plan.

Place Services

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

We will seek to achieve maximum efficiency and effectiveness whilst remaining within the allocated budget. This will require delivering savings of £9.024m by 2018/19.

Through our overall approach we will:

- Ensure that our new operating model is applied to all staff structures so that the workforce is efficient, responsive and accountable.
- Review third party spend so that contracts and specifications are appropriate and proportionate and meeting our priorities.
- Adopt a commissioning approach to service delivery based on proven need.
- Review our use of property to maximise the opportunities for shared service delivery whilst reducing our property portfolio to eliminate unnecessary cost, and increase capital receipts.
- Consider ways we can reduce transport costs whilst taking into account the rural nature of Powys and citizen needs.
- Where possible and appropriate, maximise the recovery of costs (particularly in areas where alternative service provision is available).
- Consider further partnership working in order to increase efficiency and reduce cost.
- Identify services that may be no longer appropriate or required.
- Develop a community delivery approach to service delivery via the Stronger Communities Programme Board and our partners.

In highways, transport and waste services we will:

- Continue the modernisation of our fleet management, passenger transport and the waste collection service to ensure vehicles and staff are deployed in the most productive way possible whilst meeting waste and recycling targets.
- Consider how fees and charges can be used more effectively to support our budget requirements.
- Review the way we manage and deliver front line services in order to achieve cost reduction targets.

In regeneration, property and commissioning services we will:

- Review the amount of property we own and use including reviewing the number of locations we operate from, taking opportunities to reduce our portfolio and meet cost reduction targets, but making sure we can still support our priorities as a council.
- Review our regulatory services in terms of service delivery, to ensure a proportionate approach whilst continuing to improve community safety.
- Continue to ensure planning services are efficient and effective and achieving key performance targets.

In leisure and recreation services we will:

- Continue to review the provision of leisure and sports centres, and libraries, to ensure long term affordability and sustainability.
- Create a universal youth service that is primarily delivered through the Third sector / Community Enterprise.
- Continue to progress the transfer of our assets to other organisations where appropriate and possible, in order to encourage and facilitate community engagement in the delivery of appropriate services.

Resources and Corporate Services

The Directorate provides a range of corporate services such as strategic planning, finance, HR, ICT, payroll and business intelligence. The focus is on changing the services delivered by working with the rest of the organisation to determine service levels and areas for priority support. There will be a requirement to demonstrate value for money and this will require the assessment of alternative models of service provision either through collaboration or in partnership with other providers. Working to the following operating principles we will re-design a service that meets the business requirements whilst realising the budget savings of £3.298m over the next three years:

- Continue to reduce operating costs and provide an appropriate level of service – customer expectations to be managed
- Keep the authority `safe`
- Increase the level of resilience
- Challenge all areas via `root and branch` reviews

- We may not be the provider of choice – a new model will recognise this
- Continue to deliver current improvement programme

In professional services we will:

- Integrate with Health if the business case supports this approach
- Seek an external provider for specific services if a case exists
- Reduce number of operating systems
- Re-engineer processes
- Reduce staffing levels

In ICT services we will:

- Reduce number of systems and integrate core systems
- Modernise key systems to support self service
- Seek alternative providers of the service (in whole or in part) or partner where appropriate with Private sector and Public sector partners
- Review ICT contracts to drive down costs as part of the 3rd party spend project
- Reduce numbers of directly employed staff

In business services we will:

- Continue current improvement programme
- Re-engineer processes
- Increase external income
- Assess transactional services for further efficiencies and look at other providers for sharing services e.g. payroll
- Reduce staffing levels

Revenue Budget Funding

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

The Provisional settlement was announced on the 9th December 2015, but confirmation in the form of the final settlement is not expected until the 2nd March 2016. As a consequence, our budget planning has, out of necessity, been based on the information provided in the provisional settlement. This presents us with an element of risk, however discussions with Welsh Government Officials have acknowledged this risk and that their commitment in supporting the mitigation of this risk is to provide a provisional settlement that is the same or very close to the final settlement.

The Welsh Government (WG) will fund 71.9% of the Council's 2016/17 net revenue budget, compared to 73.2% in 2015/16 and 75.2% in 2014/15. The funding is provided in a settlement known as Aggregate External Finance (AEF).

As part of the UK Government's austerity measures for 2016/17 the AEF has decreased across Wales by an average of 1.3%. Powys received the lowest settlement in Wales with a 3% decrease, equivalent to a decrease in funding of £5.229m after adjusting for transfers.

The AEF for Powys for 2016/17 totals £170.4 million and consists of the following:

- Revenue Support Grant (RSG) totalling £129.9m
- Non Domestic Rates (NDR) totalling £40.5m. Powys collects rates from business ratepayers on behalf of WG. It is then redistributed to local authorities in proportion to resident population over 18.

The provisional settlement for 2016/17 does not include any specific requirement to protect the funding of any individual service. It is not evident whether this position will change with the final settlement and is inconsistent with the position adopted by Welsh Government over the last few years whereby an element of protection for schools funding was included.

For 2016/17 a Council Tax increase of 4.25% for a Band D property has been included in our planning assumptions. This represents an increase of £44.44 per annum and a Council Tax of £1,090.06. Powys continues to remain below the previous year average for all Welsh authorities.

Housing Revenue Account

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

The Councils holds 5,392 units of Housing stock. The proposal for Housing rents is to increase by 1.4% in line with the Welsh Government policy for Social Housing Rents. This equates to an average increase of £1.08 per week bringing the average rent to £78.83 per week (52 Weeks) / £85.40 (48 weeks) per week

Grants

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

An example is that the Outcome Agreement Grant has transferred into the RSG in 2016/17.

Six grants will cease in 2016/17. The largest grant for Powys is the NDR Relief Grant 2015/16.

Budget Delivery Plan 2016/17

Due to inflation and spending pressures from increasing regulation and the ageing population the Council's savings target for 2016/17 amounts to £10.055m. The details of how the council will manage its finances in the medium term are reflected in the Cabinet's headline policy initiatives which appear below:

- A move to a balanced three year financial strategy based on a more strategic approach to financial planning that better understands the links between revenue, capital and reserves
- A greater emphasis on a more transformational approach to service change in order to work within a reducing funding envelope.
- Council Tax increases – within the range 3.5% to 5%. For subsequent years a notional increase of 3.75% will be used.
- Reserves – To increase general fund reserves to a target level of 4% of budget, however for 2016/17 and due to the profiling of delivering overall savings (delivery generally profiled for years 2 and 3) to delay this payment and the £560k repayment of the Wind Farm costs for one year in 2016/17 and a reduction to £280k in 2018/19. A one year call on the Budget Management Reserve is include in the FRM.
- To increase the focus of income generation and cost reduction opportunities with the allocation of a £0.62m target across service areas in 2016/17 and a further £400k in each of the following 2 years.
- Capital – Refresh the Council's Capital Strategy and Capital Programme ensuring it is aligned to the priorities of the Council and the delivery of savings.
- The move away from a procurement based approach to one of allocation of opportunities to Service areas for delivery in 2015/16.
- Property – Increase the pace of disposals; single occupancy buildings to be challenged together with an assessment of the long term future of County Hall, Neuadd Brycheiniog and Neuadd Maldwyn.
- Schools – The current number of schools in the primary and secondary sector is not sustainable:
- A 50 pupil minimum number for primary schools will be introduced. All schools falling below this figure will be challenged.
- The number of post 16 centres / secondary schools will be reduced.
- Schools modernization will need to make a net contribution to the Councils overall savings annually.
- Highways, Transport and Waste – The service will be re-commissioned to produce a £6m saving over the next three years. The number of depots will be reviewed. There will also be a review of waste disposal contracts, a review

of waste collection rounds, increased fleet/transport targets, increased fee recovery and a review of working practices across all services.

- Community Delivery – We are re-commissioning a number of services by transferring delivery to town and community councils with the aim of securing a significant reduction in the current cost of provision.
- Corporate Services – New delivery model is being created including, where appropriate, integration with the Powys Teaching Health Board.
- Adult Social Care – The Cabinet has provided an element of protection for the service for 2016/17, from which the service will need to meet demographic pressures, inflationary increases and other financial pressures. The service will contribute 5% of its budget as savings in 2017/18 and 2018/19.
- Change Capacity – The Cabinet recognises that making the significant changes we must deliver will require resources and will invest in change capacity.

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

Looking Further Ahead and Funding assumptions beyond 2016/17

Any organisation must prepare for the future and whilst financial projections as far as the end of the decade will always be difficult and have a high level of uncertainty they give a basis for planning. Significant concerns exist about demographic costs and the age profile of the population will require Powys to assess where its future budgets should be allocated so that it addresses this risk. Whilst this Medium Term Financial Strategy presents a balanced position for 2016/17 and beyond, there is much more to be done. The relatively easy savings have been taken and major service redesign and transformation are necessary to deliver services as a much lower cost.

It has been assumed that the settlement from WG for 2017/18 will be a decrease of 4%. This is based on the indicative figure from WG and work undertaken by the WLGA and the Institute for Fiscal Studies focusing on how Local Government Settlements in Wales may be affected in the future.

Forecasting inflation includes a number of assumptions. It assumes an ongoing pay award of 1% per annum. Inflation can be a major cost driver and although it is £977k currently we need to keep this under review because if inflation rises above Bank of England projections this will be a pressure on our budgets.

We have adjusted our indicative future increases in Council tax to an increase of 3.75% and this is included in 2017/18 and 2018/19. This will be subject to political determination on an annual basis but if the safety net provided by the floor is removed this would need to be revised upwards or further cuts sought.

Service pressures particularly around Adult Social Care are likely to continue and the trend around pupil numbers will be closely monitored because the council will have to

ensure it also provides a level of provision to meet the numbers of pupils. This may require difficult decisions to be made about the number of schools we can afford.

These factors will have a significant impact on the longer term strategic planning given their link to the Council's funding requirement, especially as significant further savings are required through to 2020 to produce balanced budgets as required by the Local Government Act.

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

The savings identified will continue to reduce headcount, and generate service efficiencies, some of which are transformational, however a large number of the proposals put forward will inevitably impact on front line service delivery. The figures beyond 2016/17 are therefore subject to revision as alternative models of delivery and other savings are identified through the Council's budget and cost improvement strategy, these together with any unforeseen budget pressures will be considered as the Council determines its budget.

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

Our future approach will also centre on Community Delivery. In the One Powys Plan there is a commitment to develop a scheme that encourages communities to work with local organisations to improve services at neighbourhood level. The council held a series of events in autumn 2014 as part of its consultation to develop the approach.

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

Income Generation and Cost Improvement

During the 2014/15 financial year, the Council commissioned PWC to assist it in carrying out a review of income generating and cost improvement (generally the full recovery of all costs associated with delivering a service) opportunities. As a result of this work, a number of business cases were developed to progress new income streams or cost improvement activities and whilst significant elements have been delivered in 2015/16 these additional income and cost improvement targets are built into the budget for 2016/17 as a specific target for each service. For future years, explicit targets for income generation or cost improvement will not be set but it will be expected that these funding streams will be actively pursued as part of an overall response to efficiency demands.

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

A Member and officer board has been established to provide governance and oversight to income and cost improvement activity within the Council and to provide challenge and scrutiny as necessary.

Third Party Spend Improvement

The Council has entered into partnership with Northgate Public Services with the objectives of reducing 3rd party spend on goods and services, implementing a greater level of commercial business practice and developing the internal capacity to support this ambition and influence and develop behaviours and culture that are conducive to supporting these objectives. The target cumulative spend improvements for this work is £8.5m between 2015 and 2019 with total cumulative spend improvements achieved by March 2015 standing at £4.5m. It should be noted however that some of the savings relate to cost avoidance and are therefore not 'cashable savings'.

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

Capital Programme

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

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

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

The Council receives a core capital allocation from Welsh Government. In 2016/17 this allocation is £7.49m. In addition to this the capital programme is funded through borrowing money and repaying this over a number of years together with the interest on the loan. The repayment costs form part of the annual revenue budget.

The Capital Strategy is included with the budget papers as Appendix 4. The Strategy itemises the Council's capital programme for the next 4 years with the budget totalling £163.001m. This is a significant commitment. In addition a further £69.4m is included for the Housing Revenue Account (HRA). The HRA priority is the Welsh Quality Housing Standard Programme with the standard to be achieved by March 2018.

Reserves

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

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

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

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

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

When taking decisions on utilising reserves or not, it is important that it is acknowledged that reserves are a one-off source of funding and once spent, can only be replenished from other sources of funding or reductions in spending.

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

Summary of Impacts and Risk Assessment for 2016/17

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

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

Impact Assessment Process

In 2012, The Equality and Human Rights Commission provided advice from an equalities perspective in terms of the Council's assessment process. Following on from The Equality and Human Rights Commission guidance a combined assessment approach has been adopted. This integrated process is in place for this year's budget and considers impacts against the following theme areas in a holistic and proportionate way. It recognises that the themes are not exclusive, often interconnect and form a well-rounded evidence base for planning and decision making: -

- Equalities, including each of the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, sex, sexual orientation, race, religion and belief. The assessment considers the impacts in terms of the General Duties with the Equality Act 2010 namely:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - Foster good relations between people who share a protected characteristic and those who do not.
- Wellbeing of Future Generations; the forthcoming Wellbeing of Future Generations Bill will from April 2016 require all public bodies to demonstrate

that we are improving social, economic and environmental wellbeing, whilst also looking to the future, planning for the long term and ensuring that we don't compromise the ability of future generations to be able to do the same.

- Safeguarding, ensuring vulnerable persons are safe to access services preventing their abuse or neglect.
- Welsh Language (Wales) Measure 2011; the Measure ensures that the Welsh and English languages are treated equally, Welsh speakers have the right to exercise language choice when accessing services from public bodies and gives the Welsh language official status in Wales. We must consider the Welsh Language when we are developing policies and strategies or when considering new ways of providing services;
- Poverty, prevention including helping people into work and mitigating the impact of poverty;
- Business Risk, impacts on risks to the business in delivery of priorities and service delivery, and assess the cumulative effect of the proposal.

As well as the general guidance provided in completing the assessments, training has been provided to support services in developing their assessments. Risks identified within the impact assessments will be monitored in service risk registers or the corporate risk register going forward.

Key Impacts and Corporate Risks

The 2016/17 budget proposals continue to seek to protect families, communities and front line services where possible, as well as continue to support the delivery of the key priorities within the One Powys Plan. Furthermore they are shaped by consideration of the impacts on equality groups and the vulnerable in our society.

The individual impact assessments will assist and inform the Cabinet and full Council at the meetings as part of setting the 2016/17 budget.

Mitigation, Review and Monitoring

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

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

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

Risks

There are a number of risks associated with the budget plans. In 2014 the council revised its approach to risk management and this is now managed on a corporate

basis with regular reports to Cabinet and Audit Committee. A risk assessment has been undertaken of each of the budget savings proposed by service areas. This assessment identifies the deliverability of the saving, along with the likely impact to service delivery. As well as Risk, the impact on Equalities, Welsh Language, Future Generations, Safeguarding and Poverty are also included within the assessment.

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

The following risks are noted below:

Budget Savings - The level of savings required in 2016/17 is significant. Any unforeseen delays in implementation will impact on the achievement of the reductions required. Progress on the delivery of agreed savings targets will be reported to Cabinet on a monthly basis. The Reserve position of the Authority is in line with the prudent range of 3 - 5% and these are available to "smooth" any slippage in delivery of the savings. However the emphasis is placed on ensuring savings are delivered. The approach is supported by the policy around the use of reserves: all reserves are corporate rather than service based. If reserves are used for temporary support of the revenue budget the replenishment of these reserves will be required in the following year in addition to the achievement of the saving itself. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet and has visibility of financial performance.

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

Council Tax – collection rates continue to be good in Powys at 97.6% at the end of a financial year with the figure rising above 98% after the accounts have been closed. However the most recent data shows that across the UK collection levels are falling. Our good performance needs to be sustained. It is not yet known whether the welfare reform will have an impact on the collection of council tax within Powys but future assumed collection levels will be kept under review. The budget includes an increase in the council tax base for 2016/17 based on known data.

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

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

Change Delivery Capacity – a number of savings are now categorised as ‘transformational’. In other words a proactive approach to change is required rather than the more traditional percentage budget cut. It is important the council recognises that at a time of change investment may be needed to deliver change. In some cases specialist skills will be required for short periods. The 2016/17 budget includes funding for this change.

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

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

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

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

Our assumptions which we made in producing the budget are proved to be inaccurate and we may have limited time to change our plans and therefore may be unable to balance the budget.

Retained Business Rates – there is a risk that local economic volatility in Powys may result in lower levels of business rates being collected than current estimates tell us. The Council has a number of on-going economic development projects to support the local economy.

Future available resources are less than assumed.

Consultation

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 in a number of ways.

Three pieces of engagement and consultation were undertaken during 2015/16 to help inform the budget setting process for the next three years to enable savings to be found and to aid the decision making process.

Residents Attitude Survey - Summer 2015

- 385 telephone interviews conducted. Research is robust data at a county level.
- Just over half of residents (52%) were unaware that the council had had a 4.4% decrease in funding from the Welsh Government which equalled a £7.7m funding gap.
- Respondents were asked whether they felt it mattered who delivers services. Overall, 67% felt it didn't matter and 33% felt it did. *(In the 2013 survey 26% respondents felt it did matter so there has been an increase of 6%).*
- 52% of respondents would prefer the council to charge for services that were currently free rather than increase council tax, increase charges for things that residents already pay for, or increase charges for things that businesses pay for e.g. trade waste. *(There was less desire for this in the 2013 survey so there has been a subtle shift in resident view here).*
- 2/3rds of respondents did not feel that reducing our workforce further or only providing statutory services was a good way to reduce our costs.
- Residents were not keen for increases in council tax. Only a quarter opted for a 2.5% increase which is lower than that already proposed for 2015/16.
- When asked to consider what their current and future priorities might be, the analysis identifies some interesting differences. Respondents are twice as likely to identify environmental / street-scene type services as an immediate priority as opposed to a future priority (26% and 13% respectively). Conversely, caring for those in need (for example, elderly social care) is felt to be a priority for the future rather than now.
- Services relating to the development of the local economy are identified as the single key priority for improving quality of life and helping communities thrive.

Citizens Panel Survey - Autumn 2015

- 262 responses received. Profile of the panel is predominantly older residents who volunteer to take part in surveys.
- 59% citizen panel members said they were aware of current funding issue however a further 36% said they didn't really understand the background or why we were in this situation.
- 70% feel they have seen a difference and a reduction in the level of service provided over the past year. E.g. street cleaning, potholes, refuse collection, care.
- 92% are very or fairly concerned about the situation facing Powys.
- 80% of panel members stated they still tend to get their information about Powys via local media however 27% said they picked up flyers and posters and leaflets, 22% said they used the council's website and 22% said they got information from their town and community council.
- Over a hundred budget saving ideas were given by panel members and these were varied. They ranged from increasing council tax to selling the land and properties we hold and from boosting inward investment to protesting to Welsh Government about the current settlement.

Budget Simulator – Autumn 2015

- 476 residents submitted a budget that addressed the necessary savings targets. The number of responses should allow for a fairly robust resident overview at a county level although people self-selected (i.e. chose to take part in the exercise or not) and were not chosen at random to do so using a social research sampling plan.
- Figures show that the home web page created to promote the simulator exercise had over 2,000 'hits' and 1,438 unique page views. This means that a third (33%) of those viewing the page went on to submit a budget and 67% didn't.

Conclusions:

The research conducted over the course of this year suggests that residents have a growing awareness of the budget deficit facing the Council and the need to make savings over the next three financial years.

There is a definite appetite from residents for more outsourcing of services with a clear mandate around the importance of delivery of a service not who delivers it.

There is a reluctance to see the services that provide for the more vulnerable in our society being cut. In particular there was less appetite for budget cuts for children with disabilities, services for looked after children and home care services.

There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements.

There is some acceptance that the council should be looking at charging for services that are currently free although there is little support for an increase to council tax, increased charges for things that residents are currently paying for or increased charges for services that businesses in Powys use. However some comments received supported an increase in council tax to sustain current levels of service delivery. Interestingly when the council conducted the Simalto budget simulation exercise a few years ago, respondents were asked if they would be prepared to pay more in council tax to sustain their chosen service priorities and the majority said yes. This implies that there is a link between a willingness to pay an increase in council tax and a resident's perception around their getting value for money services that meet their needs.

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

*Source – Residents Satisfaction Survey

There are calls for fewer councillors and more senior level posts to be deleted.

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

Mechanisms for Delivery

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

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

The council has consolidated its improvement activity into the following 2 channels:

- One Powys Plan (OPP) Transformation Programme 2014/17: The single integrated improvement plan agreed with key partners across Powys is a 3 year plan that is reviewed and updated on an annual basis. The OPP 2014/17 and supporting updates incorporate the council's annual improvement plan.
 - Integrated Health and Adult Social Care
 - Older People
 - Carers
 - Mental Health
 - Learning Disabilities
 - Children and Young People
 - Vulnerable Families
 - Healthy Lives
 - Transforming Learning and Skills
 - Education
 - Training and Jobs for Young People
 - Stronger Communities
 - Stronger Communities
 - Transport
 - Organisation and Partnership Development
- Service Improvement Plans (SIP): These are evaluated and renewed on an annual basis and are the key documents for communicating the services key improvement objectives on a rolling 3 year basis. The plan follows the standard principle planning questions, namely:
 - *Where are we now?*
 - *Where do we want to get to?*
 - *How will we get there?*

SIPs are developed by the following services

- Chief Executive
 - Schools Service
 - Communications
 - Law and Governance
- People Directorate
 - Adult Social Care
 - Children's Services
 - Housing Services
- Place Directorate
 - Regeneration, Property and Commissioning Service
 - Highways, Transport and Recycling Service
 - Leisure and Recreation Service
- Resource Directorate
 - Business Services
 - Professional Services and Commissioning
 - ICT

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

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

The council continues to assess whether its approach needs to change. As a result of a review it will introduce a Corporate Improvement Plan so that there is an effective link between the One Plan and SIPs. This work has commenced and follows an assessment of how we can seek further improvement.

Financial Resource Model 2016/17 to 2018/19

	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000
Net Budget	237,983	237,117	232,802
Total Inflation	977	964	979
	238,960	238,082	233,781
Grant Transfers/Changes			
Local Government Borrowing Initiative - Schools	107	0	0
Outcome Agreement Grant	1,376	0	0
MTFP Changes			
Protection for Schools	1,273	310	311
Social Care Commitment	1,053	0	0
Identified Pressures			
Auto Enrolment into Pension Fund in 2017/18	0	1,017	0
Job Evaluation	134	0	0
Coroners	11	11	11
Management of Change	510	0	0
Pension Liability	660	550	550
Single Tier Pension - NI Change - Non Schools	1,206	0	0
Fire Levy	54	15	22
Concurrent Function	0	200	0
Apprenticeship Levy	0	600	0
Single Environment Grant	241	0	0
Living Wage	493	0	0
Reduce 2015/16 3rd Party Savings	650	0	0
Welsh Language Standards	150	0	0
Contingency	300	200	0
Customer Services	150	0	0
Legal Services	60	0	0
Business Intelligence	130	0	0
Transformation and Commissioning Capacity	70	130	0
Highways Revenue Support	850	0	0
Additional Pressures Identified			
<u>Schools</u>			
Teachers Pension Employers' contribution from 01/09/15 - Non Delegated	22	0	0
Increase in School Roll	0	99	96
<u>IT</u>			
Public Services Broadband Aggregation	220	0	0
Capital Financing Costs			
New Capital Funding		228	213
Additional Savings Identified			
People			
Adult	(450)	(2,486)	(2,362)
Children	(511)	(545)	(1,734)
Housing	0	0	(80)
Place			

	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000
Highways, Transport and Recycling	(1,733)	(2,276)	(1,952)
Regeneration, Property and Commissioning	(528)	(348)	(266)
Leisure & Recreation	(438)	(1,027)	(457)
Resources	(907)	(1,000)	(1,391)
Schools	(1,846)	(1,489)	(1,241)
Chief Executive	(129)	(185)	0
Law and Governance	(251)	(28)	(45)
Other Corporate	(3,211)	(573)	(400)
Total Savings	(10,004)	(9,956)	(9,927)
Reserves			
Repayment of Windfarm Costs	-560	560	-280
Increase in General Fund Reserves	-500	0	0
Budget Management Reserve	-500	500	0
TOTAL BUDGET	237,116	232,546	224,777
Funded by			
	-3.0%	-4.0%	-4.0%
AEF	170,421	163,604	157,060
	4.25%	3.75%	3.75%
Council Tax	66,696	69,197	71,792
Total Funding	237,117.363	232,802	228,852
(Shortfall) / Balance	2	256	4,075
Band D	£1,090.06	£1,130.94	£1,173.35
Increase	4.25%	3.75%	3.75%

Budget Savings Proposals for 2016/17 to 2018/19

	2016/17 £000	2017/18 £000	2018/19 £000
Place			
Highways Transport and Recycling	1,733	2,276	1,952
Regeneration, Property and Commissioning	528	348	266
Leisure & Recreation	438	1,027	457
	<u>2,699</u>	<u>3,650</u>	<u>2,675</u>
Schools			
Schools	1,846	1,489	1,241
	<u>1,846</u>	<u>1,489</u>	<u>1,241</u>
People			
Adult	450	2,486	2,362
Children Services	511	545	1,734
Housing and Commissioning	0	0	80
	<u>961</u>	<u>3,031</u>	<u>4,176</u>
Resources			
Resources	907	1,000	1,391
	<u>907</u>	<u>1,000</u>	<u>1,391</u>
Chief Executive			
Chief Executive	129	185	0
Law and Governance	251	28	45
	<u>380</u>	<u>213</u>	<u>45</u>
Corporate Activities			
Corporate Activities	3,211	573	400
	<u>3,211</u>	<u>573</u>	<u>400</u>
Total	<u><u>10,004</u></u>	<u><u>9,956</u></u>	<u><u>9,927</u></u>

Efficiency Savings

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

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	235,190		
Reduce Economic Development: Reduce Economic Development budget by 20%	68,000		
Savings yet to be identified			66,360
Building Control: Set up wholly owned company and transfer staff and service enabling increased trading activity and retention of up to 20% of turnover		50,000	50,000
Property Services Joint Venture Company: Set up jointly owned company to deliver a range of property services. Increase income generation by trading more widely than the Council. Transfer Asset Management Team towards the end of 2016/17.		50,000	100,000
Staff Savings: Review of service structures including statutory and non-statutory provision with a focus on non-essential areas of activity in community development and regeneration where this does not contribute to growth and jobs		50,000	50,000
Reduce Grants: Reduce voluntary organisation grants by 50% from £249K for open bids whilst other organisations such as PAVO will bear a reduction of 20%.	113,000		
Withdraw From Village Halls: Withdraw grant from village halls through a damping scheme.	67,500	67,500	
Workshops/industrial units - Review of the workshop portfolios being undertaken with the aim to run the workshops as a commercial portfolio and produce an income for the Authority. The review of workshop sites, budgets, charges, rents and building condition will begin now to modernise the way the portfolio operates. The lease agreements in place vary and changes cannot be implemented immediately across the county. The workshop budget is currently in a deficit position and initial changes will only assist in bringing the budget back to a balanced position, however, within three years a surplus is estimated. A prudent estimate of £35k is included for 16/17 but further work during 2015/16 will review this.	35,000		
Stop Funding Tourist Information Centres (Face to Face): Remove grants from independent tourist associations and close Brecon TIC. Let vacant property at commercial rent to generate income.	9,000	70,000	
Note : A review of all grants is to commence in Autumn 2015 to ensure a full commissioning approach to grant administration.		60,000	
Overall Total	527,690	347,500	266,360

Efficiency Savings

Service Area : Highway Transport & Recycling
Responsible Officer : Paul Griffiths

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	140,240		
Waste and Recycling: Closure of 2 HWRC`S to provide one in the North, Mid and South of the County- no mitigation included		700,000	
Once three weekly collections have been embedded move to four weekly collections			
Transport: Further reduction in passenger transport resulting in reduction of bus service (Cabinet Members have expressed concern about this option).			
Highways: Reduce Highways Maintenance budgets to the County including review of winter maintenance standards		500,000	
Highways: Outsourcing of car parks - Investigate financial benefits of privatizing Car Park management (additional target to those already agreed in respect of car park income).			175,000
Highways: Street lighting reduction - examine options for further reduction in street lighting which will mean 2/3 of lights being switched off.		100,000	200,000
Fleet transformation (Northgate) 12/13 - 16/17	142,540		
Trade Waste - Implementation of Trade Waste Strategy	25,000	25,000	
Parking - Review of car park charges	25,000	0	
Highways - Review of Recharges			
Enforcement - Allocation of legislative penalties	25,000	0	
Staff Reduction - Natural Wastage and ongoing Staff Restructure	150,000	200,000	
Waste Disposal Contract	250,000	0	
Fleet / Transport - Review of targets	100,000	100,000	
Increased Design team fee recovery	25,000	25,000	
Round Review - For domestic waste	300,000		
Minor Expenditure - Review of all minor expenditure codes	0	0	
3 weekly Collection - option review of domestic waste collections	250,000	0	0
Depot Review	0	0	
Highway Service reductions -prioritisation of essential works	25,000	25,000	
Commissioning of Services		150,000	1,576,850
Logistics Review	250,000	425,610	0
Waste Service reduction - Review of existing waste contracts	25,000	25,000	
Overall Total	1,732,780	2,275,610	1,951,850

Efficiency Savings**Service Area : Place Directorate Leisure and Recreation****Responsible Officer : Paul Griffiths**

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	0		
Leisure Contract; The contract provides for year on year reductions in contract fees which will start to occur in 2017/18. Decommissioning of facilities could be considered in the future once the contractor has had the opportunity to evaluate the potential of existing facilities. Further efficiencies could therefore be considered.		550,000	
Countryside & Outdoor Recreation: Move to statutory minimum role in the provision of Rights of Way and Countryside Access. Withdraw from outdoor recreation and play provision. Where transfer is not possible dispose of asset or seek full cost recovery.	40,000	60,000	60,000
Concurrent Functions Grants: Phase out Concurrent Functions as grant will become anomalous given changes to service delivery in Radnorshire and Brecknockshire. Consider a support scheme for the whole of Powys with potential start date of 1st April 2017 - (growth item for replacement scheme in 2017/18)	47,000	48,000	
Cleaning: Development of school based staff to schools and expansion of external contracts Consideration of JCV transfer or Trading Company.	80,000		
Catering: Full cost recovery for school meals and catering outlets. Consideration of franchising catering delivery in County Hall and Neuadd Brycheiniog or withdrawal of service.	20,000	40,000	
Youth Service: Remodel service to create a universal service that is primarily delivered through the Third Sector / Community Enterprise, etc. with the County Council directly delivered provision focused on hard to reach groups and intervention for those young people of most need. Commission out Family Information Service and other related services that can be delivered by others.	150,000	180,000	220,000

Efficiency / Saving	2016/17	2017/18	2018/19
Arts: The recent agreement through Cabinet to bring Theatre funding to a minimum, but sustainable ongoing position will deliver modest additional savings from alternative delivery arrangement for Powys Dance and reductions in Music Development Fund.		5,000	15,000
Reduce funding support for Theatre provision	91,468	23,890	11,945
Libraries; Co-locate where possible and consider a Trust/Company type model for future core delivery. Consideration of transferring small facilities to communities whilst providing infrastructure support from the core service. Decommission libraries where co-location, community delivery/operation or core provision is not suitable.		100,000	150,000
Museums : Explore Trust type model whilst devolving Llanidloes, Presteigne and Newtown to local delivery or failing alternative provider,de-commission	10,000	20,000	
Overall Total	438,468	1,026,890	456,945

Efficiency Savings**Service Area : Schools****Responsible Officer : Ian Roberts**

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	72,579		
Charging for Post 16 Transport - income generation			
Removal of funding for breakfast clubs	460,000	31,000	
Raise age of admission to one point of entry in September annually following a child's fourth birthday. Consideration to increasing the 3+ entitlement to 15 hours per week		873,000	623,000
Decommissioning of EMS Management System due to full implementation of Teachers Centre	70,000		
Small school closures	60,000	120,000	220,000
Restructuring of school service		25,000	50,000
ALN	265,000		150,000
Reduction of centrally retained schools repairs and maintenance budget	100,000		
Review of fair funding formula		150,000	
Efficiencies to be realised from introduction of cashless systems in schools			150,000
Establish an internal supply insurance pool on a stop loss insurance basis	40,000	20,000	40,000
Implement a change to appointment and payment of school, supply and agency staff	150,000	50,000	
Reduction in School Roll	628,400	220,000	8,000
Overall Total	1,845,979	1,489,000	1,241,000

Efficiency Savings**Service Area : Adult****Responsible Officer : Joy Garfitt**

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Reconfigure Day Time Opportunities for Older People and replace service with the Community Befriending Agent model (with the exceptio of Welshpool and surrounding Wards where a differencnt service is in operation). Detailed report to be brought to Cabinet in october. FULL CONSULTATION with clients required.	450,000	490,000	0
Learning Disabilities - Remodeling of Day Time Opportunities, including reducing ratio of staff: client support levels, reduction in number of bases and comissioning out of remaining service and expectation from the comissioning exercise that the service will be required to generate % of its operating costs from a social enterprise model of delivery. DETAILED CONSULTATION EXERCISE REQUIRED.	0	480,000	480,000
Reduce in residential care placements by 36 per year for elderly frail admissions into Residential Care. Clients will be supported to remain in own home through combination of home care and assitive technology services. NB. This policy cannot be applied to self funders - and implication for these clients when their asset drops below the threshold. Public Consultation required - as well as investment required in Telecare response service.	0	940,000	940,000
Strategic overview being undertaken by PWC to identify further efficiencies/service cuts.	0	576,020	941,720
	450,000	2,486,020	2,361,720

Efficiency Savings

Service Area : Children services
Responsible Officer : Amanda Lewis

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Reduce 5% off the cost of staff mileage. This figure is based on the anticipated savings from a flexible approach to working.	7,500		
Introduce charges for training provision (Domestic Abuse and ASB).	2,500		
Reduction in CYPP and YJB budget of 20%. Impact will be to reduce the capacity of both service areas to provide a preventative service resulting in higher cost intervention and risk. A reduction of this level along with a decrease in grant funding would likely place Powys YJS in its current operating model at risk in meeting its statutory requirements. Public Consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.	66,000	100,000	114,000
Bannau / Camlas residential/respite unit - a strategic review required to identify alternative model / outsource / efficiencies.	234,000	166,000	100,000
Regional adoption service - review underway re parity of resource across teams. Public consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.	80,000	70,000	
LAC budget - development of in house service provision to reduce IFA / residential placements. Public consultation required. Equality Impact Assessment and Community Impact Assessment required, Cabinet Decision.	32,000	166,000	118,000
SW posts across service (20% reduction). Impact will be to destabilise the service and increase caseloads for remaining SW in the current working model. This will place children at risk with increased registrations and LAC numbers and place the Authority in a risk position. Public Consultation required. Cabinet Decision.	0	0	429,000
Deletion of Psychologist and Family Group Conferencing services. Deletion of these services from the current working model would destabilise the service as above. The Psychologist service is vital in ensuring stability for our LAC. Public Consultation required. Equality Impact Assessment and	54,000	43,000	
Remove support posts x 4. Support staff are critical in ensuring Childrens Services are able to fulfil their statutory requirements as a public facing operational service. The deletion of these posts along with a reduction in support to the service corporately will have a significant impact on service delivery with SW resources being diverted (inefficient). Public Consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision	35,000		60,000
Strategic review to be undertaken to identify efficiencies and future model of service delivery incorporating co-dependencies to plan for a sustainable and safe Childrens Services for 2020. Public Consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.			913,000
Additional Target			0
Less - "opportunities" identified by Commercial Services, which to date service area have not received details, but will likely be contained in above. Public consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.			
Overall Total	511,000	545,000	1,734,000

Efficiency Savings**Service Area : Housing****Responsible Officer : Simon Inkson**

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

Efficiency Savings**Service Area : Law and Governance****Responsible Officer :**

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

Efficiency / Saving	2016/17	2017/18	2018/19
Reduce travel expenses by increased use of video conferencing, car sharing, reduction in meetings and reduction in membership of committees	2,000	2,000	2,000
Reduce Professional Subscription	10,000		
Overall Total	250,704	27,500	44,500

Service Area : Chief Executives and Communications

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	0		
Review of Executive	81,000		
Reduction in allowance for Council chair and Shires chairs	13,000		
The vision for the Communications Team requires a greater emphasis on Digital Communications, Engagement (internal and external, working with data and insight and a campaign based approach (see above). This prioritising of work could allow the service to be restructured.		100,000	
Removal of Communications staff from Emergency Rota	12,000		
Recommision the Welsh Language service		35,000	
Reconfiguration of Graphic Design		50,000	
Reduction in events	21,000		
Stopping lease car	2,000		
Overall Total	129,000	185,000	0

Service Area : Resources

Responsible Officer : Mark Evans

Jason Lewis

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Business Services			
Income Saving from PWC Review	30,590		
Business Support Service Delivery Review (Internal)	128,000		
Purchase to Pay	75,000		
Progression of e-mail correspondence	25,000		
Employment Services			
Employment Services Delivery Review (Internal)	75,000		
Progression of e-mail correspondence	10,000		
Income and Awards			
Service Re-Design	68,000		
Staff Vacancies	50,000		
Customer Service Review	69,000		
Professional Services			
Income Saving from PWC Review	54,000		
Redesign of internal Audit Service delivery model based upon assessed organisational need at a 20% reduced cost. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party or external organisation.	65,000		
Redesign of insurance administration service delivery model using a commissioning approach to achieve 20% cost savings. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party organisation.	43,000		
Reduction of Professional Services in response to changes in internal service delivery support requirements.	72,000		
ICT and Programmes		0	
Income Saving from PWC Review	3,500		
Replacement telephony (Voice over Internet Protocol)	90,000		
Web Filtering system changes	10,000		
Re-commissioning management of ICT stock	20,000		
Remove PSBA circuits (Leisure)	15,000		
Contract review IG	4,000		
New Model		1,000,000	1,391,000
Overall Total	907,090	1,000,000	1,391,000

Efficiency Savings**Service Area : Corporate Activities****Responsible Officer :**

Efficiency / Saving	2016/17	2017/18	2018/19
	£'s	£'s	£'s
Income Saving from PWC Review	50,000		
Additional Income Target	0	400,000	400,000
Capital Finance Review	3,016,000		
Removal of Pensioner Grant	70,000	70,000	
Budget Reductions across Central Areas	75,000	103,000	
Overall Total	3,211,000	573,000	400,000

CAPITAL STRATEGY

Introduction

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

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

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

Key Aims

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

Principles

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

Our Vision

This will see the coming together of a range of care services (from primary care through to specialist services) across both organisations that will better serve the needs of residents in the county. By using multi-skilled teams and sharing our assets and facilities we will be able to get the best possible value for money from our joint resources.

In our role as community leader, we must find out the needs of our communities, and help shape future service delivery together. To do this we must plan and ensure that the correct decisions are taken today to secure what we need for tomorrow.

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

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

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

Our priorities – shaping the future

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

Our priorities are:

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

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

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

The Here and Now

Local Authority property and land assets are a significant resource for Powys County Council the current book value is circa £758m. Our current estate comprises over 15,000 property assets and parcels of land throughout the County, we are therefore a significant landowner on this basis alone.

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

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

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

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

Many of our assets are tired with ever increasing maintenance liabilities and are energy hungry. They are putting significant strain on our resources. The graph below shows the running costs of our assets over the past 5 years. The ongoing nature of these costs is unsustainable, the diversion of revenue and capital resources into these, often poorly performing assets creates an additional burden and limits opportunities to invest this resource in front line service delivery.

Estate Rationalisation – what we have done so far in 2013/14-2014/15:

- We have disposed of 18 operational building assets and through our service rationalisation strategy.
- At one of our key office buildings, approximately 15% of the rental office space is occupied by partner organisations, with plans to increase this in the future.
- We have Community Asset Transferred 8 of our assets.
- We have disposed of 4 farms and we are currently investing in our existing farm estate portfolio.

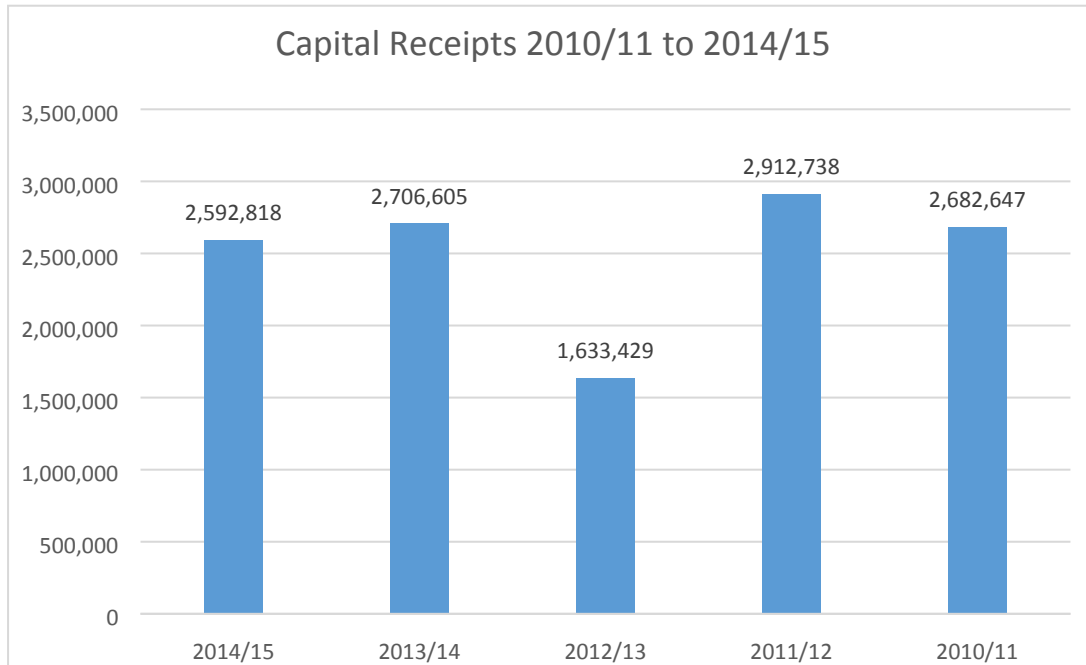
Looking to the future in 2015/16, we have proposals to:

- Dispose of 4 operational building assets.
- Increase the amount of rental space available by increasing the number of workstations, promoting and implementing the agile working strategy.
- Community Asset Transfer 40 assets.
- Disposal of an additional 3 farms.
- Investigate additional co-location opportunities.

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

Capital Receipts

Our assets provide a valuable source of income to our capital programme via the sale of surplus land and property which has resulted in capital receipts of £12.528m over the last five years. Our disposal programme will continue to contribute toward this income in the future.



The Future – A Vision for our Assets

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

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

Business Planning: a dynamic approach

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

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

Links to the Medium Term Financial Strategy (MTFS)

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

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

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

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

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

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

Improving learner outcomes for all, minimising disadvantage

Schools

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

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

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

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

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

The percentage of surplus places in Powys schools continues to remain above the Welsh Government target of 10%. Since funding for schools is largely driven by pupil numbers, surplus capacity means a disproportionate amount of funding is spent on infrastructure (such as buildings) and the “fixed costs” of running a school (such as leadership and administration). This funding could be better used to ensure that pupil teacher ratios are minimised to make a direct difference to learners. As public service funding reduces over forthcoming years the case for reprioritisation and change becomes even more compelling.

School modernisation options will drive an investment strategy that will address the needs of the schools. This is evident in the Councils Band A modernisation programme with a £78m school investment programme planned between 2014/15 and 2017/18. The Welsh Government has indicated that they intend to roll out Band

B of the programme from 2019 onwards. It is expected that Welsh Government will provide further information in the next twelve months on securing the next phase of the investment.

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

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

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

Supporting people in the community to live fulfilled lives

Housing

2nd April 2015 marked a key date in the history of council housing in Wales, as at this point in time council's exited the HRA subsidy regime. This exit from the HRA subsidy regime means that Powys Council will no longer be in a position where it has to repay rental income to HM Treasury (a negative subsidy situation), which will mean that it retains £1.3 million of revenue annually. The exit from the HRA subsidy regime also means that council landlords now have additional borrowing freedom, are self-financing and able to use their resources in a way similar to that enjoyed by housing associations, albeit subject to a borrowing ceiling.

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

The objectives of the HRA Business Plan are to:

- support the public service modernisation agenda in Powys, in particular seeking to reconfigure our older persons accommodation to enable people to live independently for longer

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

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

- £392 million on programmed renewals and improvements to the HRA housing stock
- £346 million on responsive and cyclical maintenance programmes
- £169 million on the development and acquisition of new homes

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

Developing the economy

Regeneration, Property and Development

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

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

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

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

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

- Designing and implementing alternative delivery models to sustain important services to meet future need.

- Empowering communities to run and manage facilities in their locality through Community Asset Transfers.

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

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

Reviewing our estate: rationalisation and reduction of running costs

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

Corporate Office Accommodation

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

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

Agricultural Estate

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

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

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

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

Remodelling council services to respond to reduced funding

Highways, Transport and Recycling

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

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

Accessibility to and from employment, homes, leisure, health and social activity must be maintained. Economic growth needs to be facilitated. Congestion and delays on our highway network should be minimised. The Council aim to deliver safe access to employment, local services and facilities by;

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

Waste Strategy

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

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

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

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

Leisure and Recreation

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

1. That opportunities continue to be sought out for re-location and co-location of its services which currently occupy Council buildings. In striving to achieve this aim, capital investment may will be necessary to adapt alternative premises to meet the needs of the Service. The move of the Llandrindod Library is a very good example of what this can look like, and can lead to better results for the service and citizen. This approach is particularly relevant to the Library, Youth and Museum Services, and directly supports achieving the targets set in the MTFS. Links with Schools Modernisation

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

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

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

In such cases, the Service is seeking opportunities to also create alternative ownership arrangements if a willing partner can be identified, but this also will identify the need for some form of legacy capital payment or incurring of capital cost to meet any reasonable expectations of a receiving body. In such cases, capital

investment will form part of a package of measures to reduce or remove long-term capital and revenue liabilities, but on an opportunistic basis.

ICT

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

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

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

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



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

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

General Capital Grant

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

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

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

Specific Grants

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

Specific Contributions

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

Specific Capital Loans

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

Local Government Borrowing Initiative (LGBI)

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

Capital Expenditure charged to Revenue Account (CERA)

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

Capital Receipts

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

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

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

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

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

Unsupported Borrowing (commonly referred to as Prudential Borrowing)

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

To demonstrate that the plans have fulfilled these objectives, the Prudential Code sets out the indicators that must be used and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios, the

authority sets these. The Code concentrates on the means by which the council demonstrates that the capital programme is affordable, prudent and sustainable.

Affordability

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

The prudential indicators of affordability are:

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

The other indicators related to affordability are

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

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

Prudence

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

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

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

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

Alternative Sources

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

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method has only been used on a limited use of this financing.

- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
 - PFI contracts;
 - Local Asset Backed Vehicles (LABVs);
 - Strategic partnering;
 - Sale and Lease back;
 - Joint Ventures; and
 - Deferred Purchase

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

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

CAPITAL PROGRAMME: How will capital schemes be prioritised for inclusion in the capital programme

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

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

Funding of schemes will be allocated as shown below:

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

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

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved

by Cabinet in year. Such schemes arise in year due to; opportunities presenting such grants that require an element of match funding or unforeseen events such as regulatory works etc.

GOVERNANCE of the Capital Programme

Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFS.

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

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

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

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

APPENDIX 1
CAPITAL PROGRAMME 2016/17 to 2019/20

		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Schools						
Gwernyfed Catchment Modernisation	OBC	3,095	15,351	4,237	0	22,684
Severn Valley Welsh Medium School	Construction	175	0	0	0	175
Llanidloes/Machynlleth Catchment Modernisation	BJC to be submitted	50	550	0	0	600
Welshpool Primary School	SOC	150	2,281	6,792	0	9,223
Brecon School Campus	SOC	108	6,010	9,015	4,314	19,446
Ysgol Bro Dyfi	SOC	200	3,969	13,395	0	17,564
Mid Powys School	Estimate	0	200	7,700	9,700	17,600
Crickhowell School Extension	Estimate	0	1,000	0	0	1,000
Band B Projects	Estimate	0	0	0	1,000	1,000
Major Improvements	Estimate	1,095	1,000	1,000	1,000	4,095
		4,872	30,361	42,139	16,014	93,386

Highways, Transport & Recycling

Highways Core Allocation	Estimate	1,400	1,400	1,400	1,400	5,600
Road Safety & Traffic Management	Estimate	100	100	100	100	400
Surface Dressing	Estimate	0	0	0	0	0
Structural Maintenance	Estimate	1,120	1,120	1,120	1,120	4,480
Strategic Salt Reserve	Estimate	0	1,488	0	0	1,488
Street Lighting	Estimate	776	776	0	0	1,553
Flood Alleviation Scheme	Estimate	600	0	0	0	600
Flood Alleviation Schemes Phase 3	Estimate	320	0	0	0	320
Waste Management	Estimate	850	2,525	0	0	3,375
North Area HWRC	Estimate	0	700	0	0	700
Baling and Sorting Equipment	Estimate	350	0	0	0	350
Vehicle Replacement Programme	Estimate	2,180	2,355	2,372	2,371	9,278
		7,696	10,464	4,992	4,991	28,144

Regeneration, Property and Commissioning

Community Regeneration and Development Fund		230	230	230	230	920
Regeneration Fund		500	400	400	400	1,700
County Farms	Estimate	100	100	100	100	400
County Farms	Estimate	500	0	0	0	500
Office Accommodation Review	Estimate	1,500	1,500	1,500	1,500	6,000
Fleet Facility	Estimate	1,200	1,300	0	0	2,500
Other Regeneration and Property		254	0	235	0	489
		4,284	3,530	2,465	2,230	12,509

Housing and Commissioning

Disabled Facilities Grant		1,300	1,300	1,300	1,300	5,200
Safe, Warm and Secure		200	200	200	200	800
Gypsy & Traveller Site	Estimate	200	2,280	0	0	2,480
CO2i Assistance		48	48	48	48	192
Landlord Loans		200	200	200	200	800
		1,948	4,028	1,748	1,748	9,472

Leisure and Recreation

Brecon Cultural Hub	Tender	5,485	2,634	0	0	8,119
Brecon Cultural Hub Library Fit Out	Tender	300	0	0	0	300
Leisure Centre Improvements	Pre Tender	1,101	0	0	0	1,101
Archives Project	Pre Tender	1,544	0	0	0	1,544

Footbridges - Replacement Programme	15	15	15	15	60
	8,445	2,649	15	15	11,124

Information Services

Replacement Hardware	220	220	220	220	880
IT Strategy	500	500	500	500	2,000
Replacement Infrastructure	100	0	0	0	100
	820	720	720	720	2,980

Adult Services

Mobile Working and Transformation	Estimate	443	0	0	0	443
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Business Performance Unit

Cashless System in School	Implementation	87	0	0	0	87
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Local Capital Schemes		500	500	500	500	2,000
Unallocated Resources		32	347	172	2,305	2,856

Total		29,127	52,599	52,751	28,523	163,001
Financed By						
Supported Borrowing		4,808	5,470	10,056	4,656	24,990
Prudential Borrowing		12,291	18,250	13,997	18,094	62,632
General Capital Grant		2,834	2,834	2,834	2,834	11,336
Grants		3,631	14,211	14,416	0	32,258
Capital Receipts		2,503	8,845	4,431	348	16,127
Revenue/Reserves		3,060	2,989	7,018	2,591	15,658
Total		29,127	52,599	52,751	28,523	163,001

Housing Revenue Account

Welsh Housing Quality Standard	Estimate	15,210	15,856	10,081	6,875	48,022
Old Persons Dwellings	Estimate	1,100	800	750	700	3,350
Zero Carbon Initiative	Estimate	0	0	3,353	3,487	6,840
New Builds/Purchases	Estimate	1,150	1,196	2,348	1,434	6,128
Adaptions	Estimate	250	255	265	276	1,046
IT- Mobile Working	Estimate	200	0	0	0	200
Level Access Bungalows	Estimate	630	2,000	1,120	0	3,750
Garage Improvements	Estimate	10	100	0	0	110
		18,550	20,207	17,917	12,772	69,446

Financed By						
Prudential Borrowing		8,061	10,731	8,504	2,330	29,625
Grant		3,712	3,712	3,712	3,712	14,849
Capital Receipts		1,197	0	0	0	1,197
Revenue/Reserves		5,580	5,764	5,701	6,730	23,775
Total		18,550	20,207	17,917	12,772	69,446

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APPENDIX 5 – PRUDENTIAL INDICATORS

Table 1 Ratio of Financing Costs to Net Revenue Stream

	Revised Budget 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
Financing Costs	12,058	11,351	12,444	12,532	13,777
Net Revenue Stream	233,468	233,468	227,603	223,201	219,810
Council Fund	5.16%	4.86%	5.47%	5.61%	6.27%
Financing Costs	2,240	5,373	5,753	6,081	6,345
Net Revenue Stream	23,013	21,837	22,600	23,434	24,680
HRA	9.73%	24.60%	25.45%	25.95%	25.71%

Table 2 Capital Financing Requirement

	Revised Budget 2015/16	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate	2019-20 Estimate
	£000	£000	£000	£000	£000
Non-HRA	210,609	218,624	231,313	250,287	269,577
HRA	13,866	88,688	94,975	103,806	110,234
Total	224,475	307,313	326,288	354,093	379,811

Table 3

Incremental Change in band D Council Tax arising from Prudential Borrowing

	2016/17	2017/18	2018/19	2019/20
	£	£	£	£
Estimated Incremental Change in band D Council Tax	11.44	20.04	28.89	39.35
Estimated Incremental Change in band D Council Tax for Prudential Borrowing	11.08	19.29	27.36	37.38

Table 4 Incremental Change in average weekly rent

	2016/17	2017/18	2018/19	2019/20
	£	£		
Estimated Incremental Change in average weekly rent	0.57	3.10	6.30	8.26
Estimated Incremental Change in average weekly rent for Prudential Borrowing	0.53	2.97	6.08	8.03

Table 5 Change in External Debt

	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Council Fund				
External Debt	£000	£000	£000	£000
Debt at 1st April	180,789	186,773	192,318	193,324
Expected change in Debt	30,000	7,800	8,500	0
Other Long Term Liabilities				
Expected change in OLT	5,984	5,546	1,006	0
Estimated Gross Debt at 31st March	186,773	192,318	193,324	193,324
CFR	218,624	231,313	250,287	269,577
Under / (Over) Borrowing	31,852	38,995	56,963	76,253
HRA				
External Debt	£000	£000	£000	£000
Debt at 1st April	88,688	94,975	103,806	110,234
Expected change in Debt	6,287	8,831	6,428	125
Other Long Term Liabilities				
Expected change in OLT				
Estimated Gross Debt at 31st March	94,975	103,806	110,234	110,359
CFR	94,975	103,806	110,234	110,359
Under / (Over) Borrowing	0	0	0	0

Table 6 Authorised Limit for External Debt

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Borrowing	387.0	426.0	458.0	483.0
Other Long Term Liabilities	17.7	23.7	23.7	23.7
Total	404.7	449.7	481.7	506.7

Table 7 Operational Boundary for External Debt

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Borrowing	362.0	401.0	433.0	458.0
Other Long Term Liabilities	17.7	23.7	23.7	23.7
Total	379.7	424.7	456.7	481.7

CYNGOR SIR POWYS COUNTY COUNCIL
Income Management and Service Cost Recovery Policy

January 2016

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1. Context

Over the next five years, Powys County Council needs to find an estimated £70m of savings in response to a reduction in Welsh Government funding.

The Council recognises that the expected cuts over the coming years cannot be achieved on a service by service basis and a full cross-cutting programme is required to achieve sustainability. Increased revenue from fees and charges and complete service cost recovery has the potential to make a significant contribution to the Council's revenue target. In addition, charging should be used to ensure that those that can pay for services do pay. This will enable the council to make a choice to what support can be given to those who cannot afford to pay. This promotes fairness, encourages responsible behaviour and allows the council to protect other services.

The Medium Term Financial Strategy (MTFS) published in February 2015 stated that due to the reduction in funding, coupled with increasing costs for inflationary pressures, new responsibilities and increases in service demand, the Council's savings target for 2015/16 amounts to £16.339m, with further savings of £35.503m required over the remaining period of the strategy. Income management is one of the key cost improvement schemes for the council to meet its budget shortfall and sustain key public services over the next few years.

2. Legal requirements and limitations

The key pieces of legislation relating to charging and trading for local authorities are:

- The Local Government Act 2003 - Section 93 contains powers for all local authorities to charge for 'discretionary services', whilst Section 95 permits local authorities to engage in commercial trading activity and to generate surpluses
- The Localism Act 2011 introduced a new General Power of Competence (GPC), which explicitly gives councils the power to do anything that an individual can do which is not expressly prohibited by other legislation. This activity can include charging or activity undertaken for a commercial purpose

There are services where the Council cannot over cost recover. These services in order to remain viable need to ensure cost recovery is at its highest while making sure no surplus profit is made. Where a service cannot over cost recover, fees and charges should be set at a price that reflects the true costs to the Council whilst ensuring they do not undercut local competition or price Resident's out.

In addition some service areas have specific legislation which would need to be borne in mind when considering income management. Some pieces of legislation are outlined below.

Service Area	Examples of the legislation which may apply to some service areas
Social Care	<p>Section 7 of the Local Authority Social Service Act 1970. (Section 1) of the Social Care Charges (Wales) Measure 2010 gives local authorities a discretionary power to impose a reasonable charge for the non-residential social services for adults it provides, or arranges the provision of, under the powers to provide these services listed in section 13 of the Measure. While it provides authorities with this power to impose a charge, it does not place a duty on authorities to charge but leaves this to their discretion. Where authorities decide to impose a charge, what is a reasonable charge is a matter for the authority but any charge set would need to relate to the cost of providing the service concerned and the financial ability of the recipient of the service to pay a charge set. The Power to impose a reasonable charge is subject to regulation:</p> <ul style="list-style-type: none">• Section 2 – Maximum charge of £60 per week for all services• Section 3 – Exclude certain services

	<ul style="list-style-type: none"> • Section 8 – effect of determination as to ability to pay
Social Care - Residential/Nursing Care	The Charging for Residential Accommodation Guide (CRAG) is issued under Section 7(1) of the Local Authority Social Services Act 1970. Where a person is provided accommodation under part 3 of The National Assistance Act (Services for Personal Requirements) 1948 and Social Care Charges (Wales) (Miscellaneous Amendments) Regulations 2015
Social Care - Mental Health	Section 117 of the Mental Health Act 1983, there should be no charge made for aftercare services, which may include residential care.

Each service area will need to establish the legislative standing for each of their services prior to changing a charge.

3. Rationale for the policy

Increasing the amount of income within the authority allows the council to become more resilient to the budget cuts proposed by the Welsh Government, and allows the Council to continue to provide valued services to its residents.

A leading practice analyser assessment was undertaken with key officers from a cross cutting section of the council. The results highlighted that the council has elements of best practice across the authority, however processes aren't standardised and shared across the council. This policy will create a standardised approach to income management and service cost recovery for the council.

Other policies which may be of assistance when considering income management and service cost recovery are as follows:

Links to other relevant policies

- Powys One Plan
- Strategic Equality Plan
- Anti-poverty strategy
- Commissioning strategy
- Debt recovery
- Cash collection document

4. Key objectives and principles

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 Council has developed income management and service cost recovery principles in line with its budget principles. They will apply to all of the services that the Council provides including work undertaken with partners. These were signed off by Cabinet on the 25th November 2014.

Budget principles	Income management and service cost recovery principles
Valued Services	<ul style="list-style-type: none"> All services are prioritised and full costs will be recovered on all services, wherever possible Services are only subsidised where a conscious decision is taken to do so (such as, providing a public good and to encourage service take up)
Supporting the vulnerable	<ul style="list-style-type: none"> Concession schemes are used to target specific individuals and/or households, as well as to promote equity and increase access to services
Local delivery	<ul style="list-style-type: none"> Alternative delivery models are evaluated to understand their cost recovery position Cost recovery positions are maximised before they are transferred to alternative delivery models (e.g. neighbourhood management of libraries and other facilities)
Personal responsibility	<ul style="list-style-type: none"> Charging is used to manage demand, change behaviours and/or encourage individual and community self-reliance
Value for money	<ul style="list-style-type: none"> There is a single method for calculating service cost recovery across the Council which is consistent with the latest CIPFA guidance Services that do not meet the expected cost recovery position, will instead reduce their costs or cease to be provided
Improving productivity	<ul style="list-style-type: none"> There is a corporate approach to income management and service cost recovery, including use of a corporate register of fees and charges Income collection processes are efficient, reducing the corporate ownership and increasing responsibility for service officers

These principles should be utilised to establish the charge and what the best method of collection would be. In setting new fees and charges, advice should also be sought from finance in relation to VAT.

In addition certain income streams will be out of scope.

In scope:

- Income generated from fees and charges to the public, business and other organisations
- Statutory and discretionary services where charging is permissible
- Council delivered services, internally and externally traded services, services externalised to a third party (e.g. outsourcing, shared service)
- Improving service cost recovery by:
 - Introducing new charges
 - Adjusting existing charges – level, structure
 - Increasing demand for services, through external factors (wider economy, changes in legislation), improved marketing by the Council
 - Increasing the quantity and quality of services supplied, through investing in capability and capacity
 - Improving payment mechanisms to enable more up-front payment, greater flexibility etc
 - Improving debt collection
 - Reducing staff and/or non-staff costs
 - Reducing or withdrawing from service delivery

The following sources of income are out of scope:

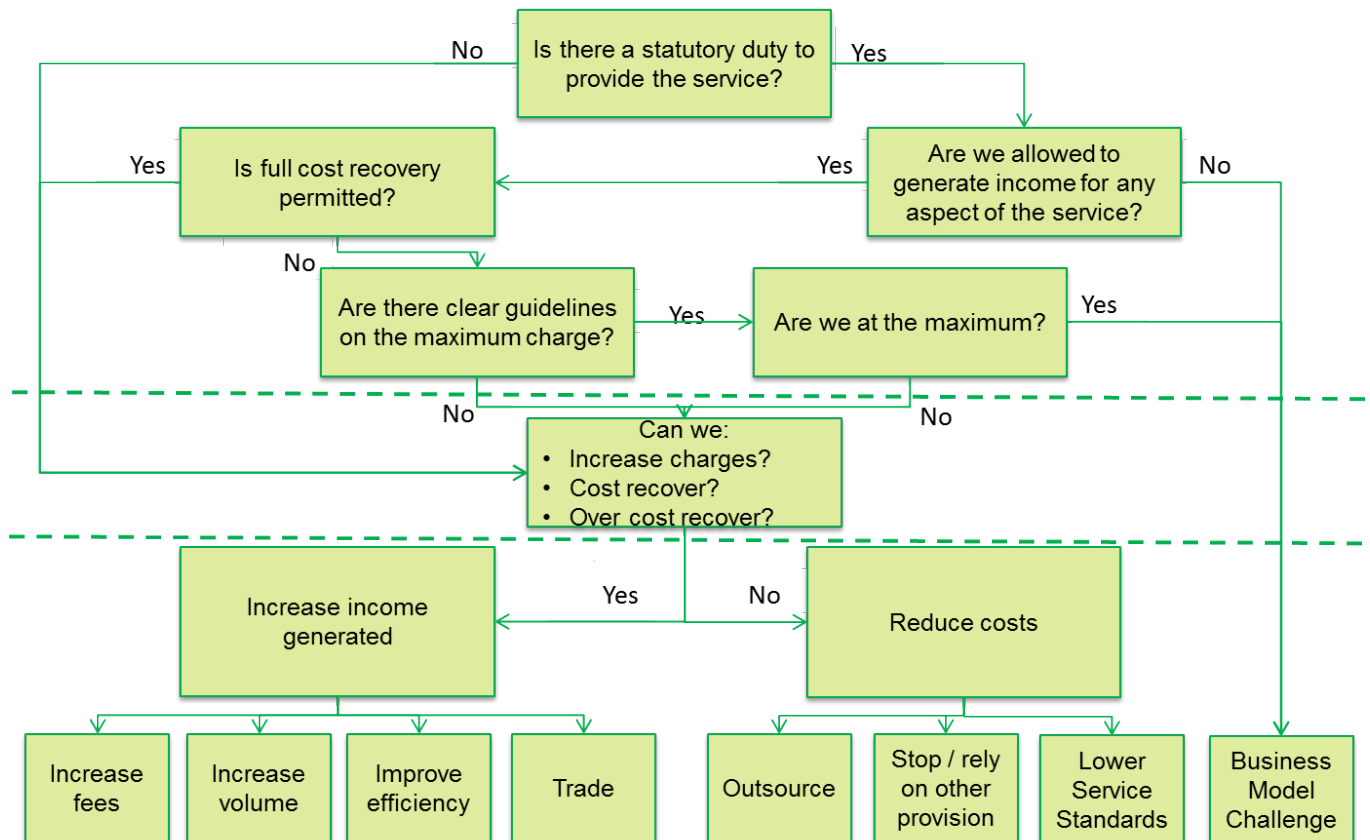
- Revenue support from central government, including specific grants – the objective of this policy is to reduce the Council's dependence upon revenue support from central government. Grant income needs to be taken account of however, when calculating cost recovery
- Council tax – the objective of this policy is to reduce dependence upon local, as well as national, taxation
- Investment income – this is a specialist area and is best dealt with through the Council's Treasury Management Strategy

Internal Trading / Income

- Services support each other across the Council and expenditure needs to be recorded at the appropriate level and in accordance with the CIPFA Service Reporting Code of Practice (SeRCOP) 2014/15.
- The raising of charges/bills between departments should be stopped wherever possible and costs should be recorded appropriately at point of entry.
- Services and Finance staff will review current areas of charging and recharging to minimise processes and internal transactions.

5. Process for deciding whether to charge and how much to charge

To help decide whether charging should be considered for a given service, a decision tree has been developed.



6. The cycle / timeframes involved

Income management cycle

There is a five stage annual cycle to follow the Council's existing strategic and financial planning cycles:

1. Identify – responsible officers within departments to identify the baseline position in terms of income generation, cost recovery, the legal and policy framework and market conditions. The baseline position and any new ideas for generating income and improving cost recovery to be raised with the relevant head of service for their approval
2. Analyse –develop high level business cases and completing a market assessment. The unit cost calculator should be utilised to calculate cost recovery. Guidance on business cases can be seen in section 8.
3. Approval - Business cases will be sent to management team for sign off. If required by management team, business cases will be sent onto Cabinet / Full Council for decision
4. Implement and manage – Head of Service or relevant delegated officer will implement the business case. The business case lead will be responsible for securing the necessary resources for implementing the business cases. They will also need to put in place governance and management arrangements. There will need to be ongoing monitoring of benefits, market conditions, changes to legislation and policy.
5. Monitoring and Review – There needs to be senior level responsibility for income management and annual achievement of income and cost recovery targets, with responsibilities also devolved to individual departments and service areas. The corporate finance team will also monitor progress through the MTFS tracker. Corporate Management Team will be responsible for agreeing income targets for following year.

Business case leads will be responsible for:

- a. Collecting good quality data on volumes so that unit cost can be monitored
- b. Regular forecasting to anticipate changes in income levels
- c. Evaluating impact (local economy, changing customer demand, access to services etc)
- d. Forecasting cost pressures
- e. Evaluating any changes to legislation and policy

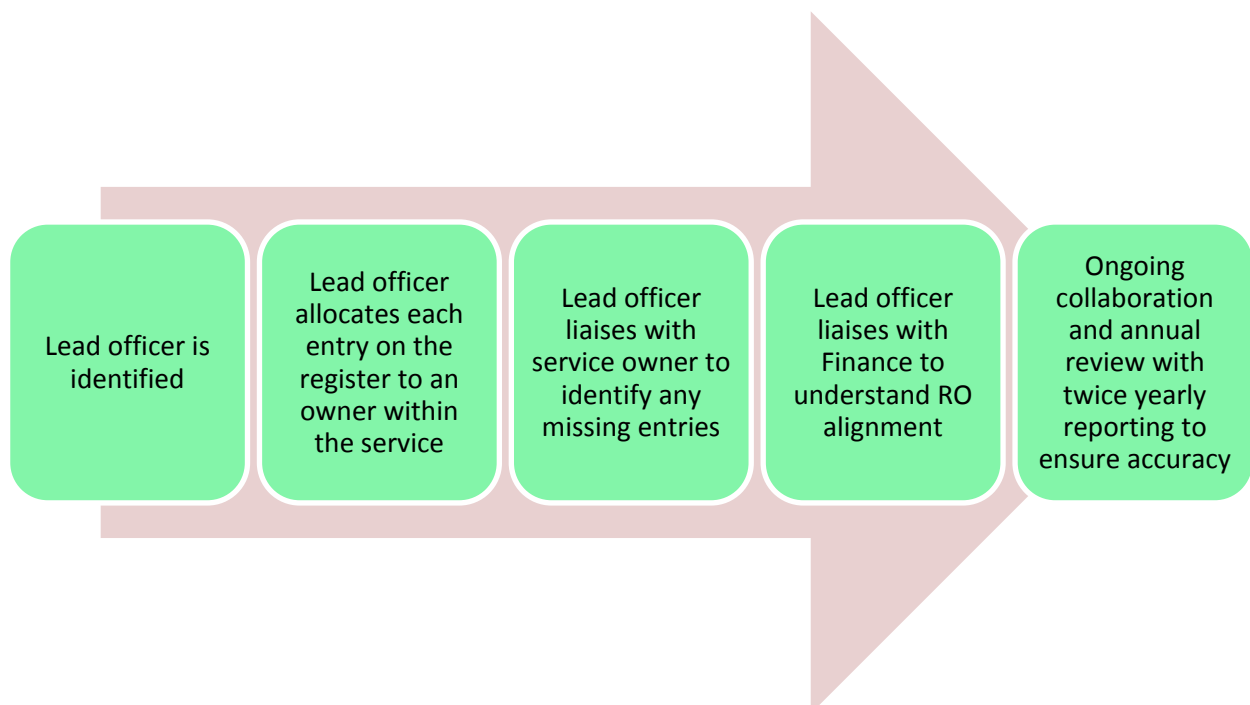
Activities for each of these stages are set out in more detail below:

Phase	Suggested timing	Key actions
Identify	Suggestions to Heads of Service April to June	<ul style="list-style-type: none"> Establish baseline position across Council – income strategy, current fees and charges, subsidies and concessions, cost recovery performance, governance and management arrangements Confirm national legal and policy framework, key local strategies Gather market intelligence – demand and supply
Analyse	June to August	<ul style="list-style-type: none"> Review Council's income and cost recovery performance against policy Identify opportunities for improving service cost recovery Develop high level business cases, challenge and sign off Undertake market assessment
Prepare	September	<ul style="list-style-type: none"> Set corporate income/ recovery targets and cascade Assign individual responsibilities Start to implement business cases – new pricing structure, internal and external consultation, communications Secure additional resources required Secure new people, systems and processes required
Implement and manage	October	<ul style="list-style-type: none"> Implement actions to improve cost recovery Manage benefits and risks Monitor impact Monitor developments in legislation, policy, legal precedents Gather customer data Monitor market developments (range of suppliers, services, prices) Regular reporting on progress against income targets Identify further income opportunities, develop business cases, seek required approvals
Review	September – mid year review	<ul style="list-style-type: none"> Review cost recovery performance for whole council, directorates and individual services, including benchmarking with other councils. Establish whether individual income targets have been met Evaluate impact of fees and charges Identify cost pressures Identify market developments (demand and supply) Identify changes in local and national policy and legislation Develop income strategy and targets for following year Review charges for following year Develop business cases, obtain sign off

7. Fees and Charges Register

An accurate fees and charges register is a key document for the Council and it is advised that the following steps are taken:

- A lead officer is identified for coordinating the fees and charges register;
- Each line of the register is allocated an owner within the service;
- Each owner is responsible for reviewing their fees and charges annually, in line with the service cost recovery methodology used for the business cases, as coordinated by the lead officer;
- Working with finance, the lead officer should align each fee on the register to a Revenue Outturn (RO) line in accordance with the CIPFA returns guidance;
- Ongoing work with each service is undertaken to ensure the fees and charges register is complete;
- Fees and Charges across the Council will be set annually as part of the overall Budget setting process. The Register will be approved for the forthcoming Financial Year.
- The fees and charges register will be made public via the webpage, along with any communication surrounding changes.



8. Guidance on business cases and propositions

All new and existing income proposals need to be taken forward through a business case approach. Each business case will include a clear rationale for charging, the development of charging options, modelling of net benefits, impact and risks (e.g. of fluctuations income, unintended consequences).

Financial systems, guidance and business rules are required to enable consistent apportionment of overheads to a given service in line with total unit cost principles. Further information on this can be seen in appendix B

When developing a business case, Business Case leads need to draw on advice and support from the Finance Business Partners on all financial aspects including VAT.

Appendix C shows the business case template that will be used by the council for proposing changes.

Communication

Changes the council make that affect the public will have to be communicated effectively. For all changes, the following questions need to be considered:

- Who are the key customer groups which need to be informed?
- What key messages do you need to give?
- Where will you publish the information?
- When do you need to inform people of the change?

Depending on the scale of the change, a communications plan may need to be completed. Please contact the communications team for assistance.

Appendix A: Definitions

A service – a level of activity at which a charge is made (e.g. wasp catching, book lending, property rental, a bus journey)

Total cost - the total cost of a service is made up of all expenditure required to deliver the service, including central overheads such as Non-Distributed costs and Corporate and Democratic Core costs. This definition is consistent with current CIPFA guidance.

Statutory service – a service which a local authority is legally required to provide. There are a wide range of statutory requirements and permissions in relation to charging for these services, including:

- a requirement to provide free of charge
- a requirement to levy a fixed charge (e.g. planning application fees)
- permission to levy a maximum charge
- permission to recover the full costs of providing a service (e.g. building control fees)
- permission to recover or over-recover full costs provided that income is ringfenced for improving specific services (e.g. certain types of parking income must be reinvested in transport)

Discretionary service – a service which a local authority may decide whether to provide or not

Subsidy – setting of a charge at below the level of unit cost

Cross-subsidy – charging below unit cost for a given service as a result of charging above unit cost for another service

Concession – a charge for a service which the Council has decided to set at below the unit cost of delivering the service in order to promote take up amongst particular individuals

Appendix B: Calculating unit cost

1) Defining total cost

In line with CIPFA's *Service Reporting Code of Practice 2011/12 (SeRCOP)*, the total cost of a service is comprised of the following elements.

Type of expenditure	Expenditure categories
Expenditure required to deliver the service or activity (including all costs arising in other departments and internal recharges, with exception of NDC and CDC)	<ul style="list-style-type: none">• Employee costs (gross salaries and wages, including all bonuses and allowances, employers' contributions to National Insurance and superannuation)• Expenditure relating to premises and• Transport• Supplies and services• Third party payments• Transfer payments• Support services• Capital charges• Impairment
Non-distributed costs (NDC)	<ul style="list-style-type: none">• Past service costs relating to retirement benefits• Settlements relating to retirement benefits• Curtailments relating to retirement benefits• Costs associated with unused shares of IT facilities• Costs of shares of other long-term unused but unrealisable assets.
Corporate and democratic core (CDC)	<ul style="list-style-type: none">• Democratic representation and management• Corporate management

2) Calculating total and unit cost

There needs to be a standard methodology for all service managers to use when calculating total and unit cost, which will need to be agreed with officers as part of this project. A number of initial principles for developing a method are set out below for further discussion:

- The method needs to capture all expenditure required to deliver a given service, including management and support costs incurred outside the service area, and any NDC and CDC costs. Activity-based costing may be necessary to apportion central costs across a wide number of service areas.
- For each service area, income and expenditure needs to be broken down between i) statutory, ii) grant funded and iii) discretionary service provision.

- Calculations can be made by managers in several ways depending on the level of detail held within the financial system and the scale of a service:
 - Accounting for the service in a discrete cost centre or subdivision of service on the main financial system. Budgets, forecasts and actuals derived from the main financial system and associated reporting software can then be used directly for calculations. (For example, the expected total cost of the service in the financial year is the expenditure budget on the main financial system.)
 - Ad hoc calculations with a clear audit trail to the main financial system. These would arise, for example, where the accounting hierarchy is not sufficiently detailed to separate out the discretionary element of a service. (For example, 50% of staff time is devoted to the discretionary service, so 50% of the employees' budget on the main financial system relates to the discretionary service.)
 - First principles calculations not derived from main financial system data. (For example, the cost of a service is so many hours of staff time multiplied by an hourly rate.)
- These costs need to be apportioned to individual services on both an annual and in-year basis.
- Total expenditure for a service over a given period then needs to be divided by total volume for the same period, in order to derive unit cost. Therefore, reliable and up-to-date volume data needs to be maintained by service areas charging for services and made accessible at a corporate level.

3) Achieving and managing service cost recovery

- Full cost recovery needs to be achieved where this is permissible and achievable at a level of activity where a charge is made. There should be no cross-subsidy of services.
- Where commercial pricing structures are used, the link between unit cost and unit charge should be maintained, although there may be circumstances where there is temporary divergence (e.g. promotional offers).

Appendix C: Business Case template

Business Case Name

Current financial position

Service	2012/13 income (£)	2013/14 expenditure (£)	Net position (£)	Cost recovery (%)
				%

Opportunity description:	
-----------------------------	--

Projected additional income

Service	Investment (consider revenue, costs, staff, capital etc)	2015/16 Additional recovery	2016/17 Additional recovery	2017/18 Additional recovery
Insert opportunity subheadings here				
Total (£)				

Notes to calculations

Put in any assumptions made to help make the calculations for the projected additional income.

Key evidence including relevant benchmark data

--

Risks and Issues

Issue/ Risk	Probability (H / M / L)	Impact (H / M / L)	Proposed risk mitigation actions

Delivery Plan and Project team

Delivery plan	
Key activity	When

Project team			
Name	Role	Responsibility	Level of Authority

Equality Impact Assessment

Please indicate the outcome of the EIA screening. Identify any equality impact issues with the project and their scale and describe how they will be mitigated and any actions taken to reduce the risk

--

Appendix D: Template for the Fees and Charges Register

Directorate	Service Area	Service	Function	Units	Charge (£)	Key Contact	Category e.g. Statutory/ Discretionary	Volume (average annual volume in same units as price)	Concessionary details	Payment channel	Outstanding debt Where debt is over 90 days old	Income 2015/2016	Expenditure 2015/2016	Income 2014/2015	Expenditure 2014/2015	Income 2013/2014	Expenditure 2013/2014	Comments
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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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High Risk SIIAs

019 – Fleet Transformation (Highways, Transport & Recycling)
039 – Youth Service (Leisure & Recreation)
057 – Reduction in School Roll (Schools Service)
067 – LAC Budget (Children’s Services)
128 – Additional Income Target (Corporate)

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	019 – Fleet transformation (Northgate) 12/13 – 16/17				
Outline Summary					
In 2012 PCC appointed Northgate Public Services Ltd to undertake a review of Fleet Operations and activities and then engaged them to deliver a Fleet Transformation Programme over a period of 3 years, commencing March 2013. This project was intended to deliver total savings of £3.5m over 3 years and result in a reduced run rate of circa £1.5m each year. The programme was extended to include passenger Transport in March 2014 with a 2-year timescale completing in February 2016. The expected total saving was £1.9m.					

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

Version	Author	Job Title	Date
1.1	Stephen Offley	Senior Manager Integrated Transport Unit	29/10/2015

Page 156
 2. How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding					

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.					

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.	Stakeholder engagement, customer satisfaction surveys, employee opinion surveys				
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					

Corporate Parenting: Enabling our looked after children to fulfil their potential.					
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
PROJECT RISK REGISTERS	Low	Medium	Low
Fleet Transformation project will not deliver expected financial savings	Medium	Medium	Medium
Passenger Transport project will not deliver expected financial savings	Medium	Medium	Medium
Does it have potential to impact on another service area?			
Will deliver more information and greater transparency to other service areas.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
This is an existing programme, scheduled to complete in February 2016.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The programme has delivered financial savings when measured against the 2012/13 baseline figures.</p> <p>As at September 2015;</p> <p>Fleet Transformation: £2,419,529 delivered (currently -£1,080,471 to reach £3.5m target)</p> <p>Passenger Transport: £165,592 (currently - £1,734,408 to reach £1.9m target)</p>	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	X
	Medium Risk
	Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Programme board established at outset and monitoring on monthly basis.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Stephen Offley		29/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Budget Saving	019 Fleet Transformation					
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder Clr John Brunt

1. Cabinet Observations

General Comments
<p>The service is struggling to achieve the projected savings on the Transportation element of the project.</p> <p>Re-adjustment of target profiling which is identified in the MTFS. Overall, the corporate Transport project has a target of £1.9m saving.</p> <p>There are two projects: -</p> <ol style="list-style-type: none"> 1. £3.5m Fleet, which is on target to achieve; 2. £1.9m Transport which is currently under-achieving, although the savings are still expected to be achieved over the life cycle of the project. <p>Because of the transportation project being included in this SIIA, the Cabinet feels it should be high risk.</p>

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

3. Additional Mitigation

Further mitigation requested by Cabinet
Re-profiling of target within MTFS

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	039 – Youth Service				
Outline Summary					
Restructure of Powys Youth Service.					
Remodel service to create a universal service that is primarily delivered through the community and third sector enterprises, with the County Council directly delivered provision focussed on hard to reach groups and interventions for those young people of most need/vulnerable. Commission services that can be delivered by others. This will also mean a review of building ownership and occupation, with emphasis on how services are provided and supported, rather than an approach that centres on specific buildings.					

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

Version	Author	Job Title	Date
V1	Mike Griffiths	Senior Manager, youth support services	15 th October 2015
V2	Mike Griffiths	Senior Manager, youth support services	15 th October 2015
V3	S Mackintosh	L&R Services Manager	28/10/5

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting older people in the community to live fulfilled lives					
Developing the economy	<p>The reduced funding available may lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.</p> <p>The voluntary sector will deliver a range of projects and activities, although specific delivery details have yet to be determined and developed.</p>	P	Youth Service to provide advice and support to enable, including providing grants and sourcing same to ensure third party delivery (areas to include safeguarding, training, accreditation, planning and resources).	2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy, this giving a wider perspective on alternative models that have been/are being developed across England and Wales.	N

Improving learner outcomes for all, minimising disadvantage	As above	As above	As above	As above	As above
Remodelling council services to respond to reduced funding	As above	As above	As above	As above	As above

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>Potential for reduction in accredited opportunities. Potential lack of re-engagement of more vulnerable young people with a range of services.</p>	P	<p>Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a reduced level compared to current levels). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure support is directed at those identified as most in need of support. The Service anticipates developing bespoke solutions with the third sector to best suit locality, needs of the community and organisation commissioned to deliver the support/projects.</p> <p>Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2); options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (review to be undertaken and finalised). Performance reports to compare existing accreditations and engagement levels under new delivery model.</p>	P/N

<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>					
<p>A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.</p>	<p>Likely reduction in contact time with youth workers. Potential for fewer young people (and their families) in need being identified at an early stage for signposting and referral to other support services. Potential for reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing. Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.</p>	<p>U</p>	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p> <p>Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2); options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>P</p>

<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>	<p>Fewer activities may result in young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, disassociation from strategic operations such as Operation Bang (a joint project between Police and youth service to reduce anti-social behaviour during Halloween and Fireworks night) and Teen Drive (a joint project between Road Safety and the youth service to encourage positive driving behaviour)</p>	<p>U</p>	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>P</p>
<p>A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>	<p>Potential of reduction in delivery of curriculum activities concerned with citizenship, international exchanges, information and advocacy.</p>	<p>P</p>	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (to be reviewed in details and finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>P/N</p>

<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>	<p>The Urdd have been previously commissioned to support delivery of youth related activity for young people. Commissioning would still be undertaken.</p>			<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p> <p>Commissioning of support for young people would form a core part of the revised service model, and this would consider how best to do so for those seeking opportunities and support through the Welsh language.</p>	
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>With reduced resources, there is potential for fewer opportunities for YP to meet socially or access projects and activities will result in fewer opportunities to use the Welsh language</p>	P	<p>Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure core support for the most at risk and vulnerable.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	N
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>There will be a reduction in overall level of youth service provision but the intention is to continue to engage with youth workers in the language of their choice</p>	P	<p>Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	N

<i>Opportunities to promote the Welsh language</i>	As above	P	As above	As above	N
<i>People are encouraged to do sport, art and recreation.</i>	The YFC, Urdd are commissioned to deliver sport, art and recreation activities.	N	As above	As above	N
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					

Age	<p>Service for 11 – 25 year olds with focus on 13 – 19. Potential of reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. Potential reduction in the range of positive activities provided, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other YP, having a safe space outside the family setting and being socially included may be impacted upon. Young people in any of the protected characteristic groups needing 121 or targeted support as a member of that group will continue to be supported.</p>	U	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2); options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	P
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	There is a potential for reduced opportunity in issue based work and less opportunities to challenge young people's perceptions of those in the protected characteristic groups				
<i>Disability</i>	As above	U	As above	As above	P
<i>Gender reassignment</i>	As above	U	As above	As above	P
<i>Marriage or civil partnership</i>	As above	U	As above	As above	P
<i>Race</i>	As above	U	As above	As above	P
<i>Religion or belief</i>	As above	U	As above	As above	P
<i>Sex</i>	As above	U	As above	As above	P
<i>Sexual Orientation</i>	As above	U	As above	As above	P
<i>Pregnancy and Maternity</i>	As above	U	As above	As above	P

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					

<p>Long Term: <i>Balancing short term need with long term and planning for the future.</i></p>	<p>It is anticipated that there will still be a need for youth provision to support YP in most need and provide a range of informal, non-formal learning and recreational activities. Without long term planning information and indicative funding levels it is difficult to anticipate the level of change. Currently awaiting outcome of research indicated in column 5 to inform the long term sustainability of third sector delivery.</p>	I	<p>Carry out some long term, generational, decadal planning, review census data, etc.</p> <p>The broad approach being planned, is to seek out new opportunities and work closely with community groups and third sector to delivery youth-based activities and work across the county. The core role in supporting the most in need of Youth worker support will be strengthened, with staff based in High Schools. An ESF bid is being prepared for submission in partnership with others, to further develop this.</p> <p>The Service will support and commission others in providing opportunities for young people, with a much reduced reliance or emphasis upon this relying on a static, service-owned, building.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	I
<p>Collaboration: <i>Working together with other partners to deliver.</i></p>	<p>Until the research has been completed it is unclear the extent of the collaboration possible although it will be actively explored.</p>	N	<p>Reduced service-officer time will be offset by the intention to actively engage with partners, through commissioning of services or grant support for projects and other forms of support to young people.</p>	<p>As above</p>	F
<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.</p>	N	<p>Ensure that all existing and new partners are actively involved in consultation, participation and planning.</p>	<p>Meeting national Participation Standards for children & young people.</p>	N

<p>Prevention: Putting resources into preventing problems occurring or getting worse.</p>	<p>Potential for reduced contact time with professional youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services.</p> <p>Possibility of reduction in the range of positive activities sought out by young people, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing.</p> <p>Access to other yp, having a safe space outside the family setting and being socially included may be impacted upon.</p> <p>Greater emphasis on 'signposting' of activities, to tackle potential for young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe.</p> <p>Clear need to ensure new ways of working provide for the range of ways in which young people chose to engage with their peers and society.</p>	U	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	P
<p>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</p>	As above	U	As above	As above	P

<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>As in earlier sections, it is predicted that a reduction in the range of support & opportunities for young people may have a negative impact on health, education and well-being outcomes without developing alternative strategies within the means available to do so.</p>	<p>U</p>	<p>As above</p>	<p>As above</p>	<p>P</p>
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Potential for reduction in open access provision, which could lead to fewer opportunities for young people to develop trusting relationships with youth workers, potentially resulting in fewer disclosures of abuse and neglect. Alternatives may be less successful in highlighting such issues.</p>	<p>U</p>	<p>Although there will be a potential increase in range of recreational opportunities for YP commissioned/procured by the voluntary youth sector, there will inevitably be a reduction in young people having access to a suitably qualified and experienced youth worker. Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.</p>	<p>As above</p>	<p>U</p>

<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	<p>As above</p>	<p>U</p>	<p>The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>P</p>
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<p>From the viewpoint of the current professional youth service, seeking new ways of delivering activities and support for young people does come with inherent risks, particularly for those young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant. The Service will need to develop opportunities for young people in new ways, and ensure that adequate provision is sought out through the third sector and local communities. The model of operating out of static youth centre buildings has been a known way of working for open access work, and working with others to provide broad open access provision is less certain and understood, and will require effort in working with others to ensure effectiveness. It is noted however that long-term ownership and occupation of static buildings is not a sustainable and affordable option in any event.</p> <p>A statutory function of local authorities is a requirement under section 123 of the Learning & Skills Act 2000 and Youth Support Service Direction (Wales) 2002. The directions specify the duty placed upon local authorities to provide or secure, in partnership with the voluntary sector, a 'high quality Youth Service'. The ability to meet national priorities such as the Youth Engagement & Progression Framework, Tackling Poverty agenda, Youth Work in Wales strategy.</p> <p>The youth service in Powys has traditionally sought to deliver and directly manage a range of targeted and non-targeted youth provision. The degree of joint working with the third sector and others, and for commissioned work will have to be significantly strengthened and new ways of service delivery sought out. The effectiveness of this new approach has yet to be tested in Powys.</p> <p>The local authority Youth Service is part of the Estyn inspection framework 'Local Authority Education Service for Children and Young People'.</p>	High	Medium	Medium
Does it have potential to impact on another service area?			
<ul style="list-style-type: none"> The work of the youth service supports the Children & Young People's Partnership early intervention and prevention agenda and the priorities within the Community Safety Partnership. A reduction in extent of youth worker provision that supports schools in delivery of informal/non-formal learning has the potential to impact on educational outcomes for some young people. Impact on people/organisations using current youth service buildings (assuming they are transferred to others or closed), for example the Pupil Referral Unit, a range of voluntary sector services such as Young Carers and the YFC. However, these organisations may choose to take on building occupation directly or in partnership with others. The Council would provide support in seeking out alternative venues were appropriate. 			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)

Cabinet Report Reference:

Young people will continue to have access to qualified youth workers who can provide advice, guidance and mentoring, however there will be reduced opportunities to access this support. The service budget reduction has the potential to result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities although until the research has been completed it is uncertain what the capacity and appetite among the voluntary sector will be to deliver youth provision. The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at possible risk or disengaged from society remains at the core of directly provided work. A grant bid is being pursued to strengthen this approach. The service will design a grant-led approach to commissioning of work and projects from local communities and third sector, but as part of a service redesign it will pursue an exit strategy from direct owner/occupation of most or all of its specific building stock, and instead procure access to venues as and where necessary.

Judgement (to be included in Corporate or service risk register)

Very High Risk

High Risk

Medium Risk

Low Risk

✓

8. Mitigating Actions

Action

Residual Risk

Need to await outcomes of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment.

Medium

To develop new partnerships and commissioning of services with the third sector and local communities

M

To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this.

M

To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision.

M

9. On-going monitoring arrangements?

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

See no 8 above

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Mike Griffiths		
Head of Service:	Stuart Mackintosh		29/10/15
Strategic Director:			
Portfolio Holder:			

Budget Saving	039 – Youth Service						
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Graham Brown

1. Cabinet Observations

General Comments
This particular SIIA could be used as a model of best practise.
Mitigating actions appropriate and content that it is high risk.
The changes to the Youth Service are on track to achieve in line with the timescale of the MTFS.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	057 – Budget Saving and/or efficiency – School Budgets, Pupil Numbers and Charges to Schools for Services				
Outline Summary					
The schools delegated budgets for each of the next 3 years have been provided cash protection, but will need to meet the impact of pay and price Increases, pupil number fluctuations and changes to charges for Service Level agreements. This will require the schools to make efficiencies of approximately £3.428m and will be reflected in the monies made available to schools through the authority's fair funding formula.					
The majority of the required efficiency will be achieved through reducing staff numbers and increasing teaching group sizes.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	The reduction of staff in schools will impact on the local economy through the reduction of the number families supported by the authority's employment.	P		Fair Funding Formula Schools delegated budget plans	P
Improving learner outcomes for all, minimising disadvantage	The reduction in the number of staff employed in the schools will have the impact of increasing the average Pupil:Adult ratio in the authorities schools and will potentially have an adverse impact on the learner outcomes in schools. Some schools may not be able to meet statutory Infant Class Size requirements	U	Provide schools advice and support in the restructuring of the schools delivery of education.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P

Remodelling council services to respond to reduced funding	This change objective meets this requirement, as long as the schools take positive action to meet the budget needs within the scheme for financing schools and do not set balanced budgets.	P	Provide schools advice and support in the restructuring of the schools delivery of education.	As above	N
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The reduction in real term purchasing power in schools will not support additional jobs in the community	P		Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	p
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				

A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The policy will impact equally on Welsh Medium Learners and English Medium Learners	N		Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with ALN / SEN. This group may As learners with additional learning needs require additional individual support, the class size increase may impact negatively on this group.	P	Provide schools advice and support in the restructuring of the schools delivery of education.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					

<i>Race</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with English or Welsh (WM School) as a second language. As learners with this need require additional individual support, the class size increase may impact negatively on this group.	P	Provide schools advice and support in the restructuring of the schools delivery of education.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The impact of the proposal over the next three years is likely to result in school not meeting the statutory class size requirements in the Infants classes	P	The authority needs to consider if it establishes a larger retained funding pool to provide class size support to the infant class. Consideration is also required around the mixed aged structure of classes that it deems appropriate.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P
Collaboration: <i>Working together with other partners to deliver.</i>	There are opportunities for schools to work collaboratively with other schools around common processes, through collaborative programs or federations of schools.	F		Collaboration and Federation Regulations.	F

<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>The proposals have been developed by a fair funding formula review group, with the proposals being subject to consultation with Schools and Governing bodies.</p> <p>The parents group will be consulted through their parent governor's representation on each governing body.</p>	F		Fair funding formula review group papers	F
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>	N/A				
<p>Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i></p>	N/A				
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The proposal may impact negatively on the learner outcomes of learners from the lower socio-economic groups as outcomes from this group are generally lower than the average.</p> <p>The larger class sizes may therefore have a disproportionate impact on this group</p> <p>The provision of the Pupil Deprivation Grant with a focus on children entitled to FSM may mitigate this</p>	P		<p>Fair Funding Formula Paper</p> <p>Learner Outcome at each KS and GCSE (FSM to General) and school county and national level</p> <p>PDG grant papers</p>	P
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>The real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children</p>	P	Provide advice and support to schools on school organisation and relevant training	<p>Fair Funding Formula</p> <p>Schools Staffing and organisation plans</p> <p>Schools Individual Budget plans</p>	P

Corporate Parenting: Enabling our looked after children to fulfil their potential.	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children	P	Provide advice and support to schools on school organisation and relevant training	As above	P
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The failure of a school to meet statutory Infant Class sizes	Medium	Very High	High
Risk of lowering of learner outcomes			
Risk of failure to meet learner needs in respect to SEN / ALN			
Sufficient HR resource to work with schools and the redundancies required in a timely fashion			
Not having plans or sufficient resource to deal with the changes initially			
Does it have potential to impact on another service area?			
Yes – the implementation of the proposal will impact on the workload of HR, Finance, legal, Challenge Advisors			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the policy is straight forward through the Fair Funding Formula, but Schools will need a high degree of support to successfully implement the required changes from School Service, HR, Legal and Finance	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	X
Medium Risk	Low Risk

8. Mitigating Actions

Action	Residual Risk
An action plan is required to identify which schools are required to commence management of change processes to ensure the required changes can be made with the required time frame.	Medium
The service needs to consider if it should offer a voluntary early retirement / redundancy scheme.	Low
Ensure adequate HR resource with appropriate experience in Educational employment matters	
Cabinet to look to achieve faster progress in the Schools Transformation Programme	
Service and Cabinet to remain vigilant of schools falling into deficit, and to take appropriate action	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will be undertaken through the individual schools delegated budget planning arrangements.

10. Sign Off

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

Budget Saving	057 Reduction in School Roll					
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Arwel Jones

1. Cabinet Observations

General Comments
Risk around having HR resource to work with schools and the redundancies required in a timely fashion.
Risk around not having any plans to deal with the changes initially. Cabinet decision to start the reviews. Sufficient resource.
Should this be changed to a high risk with the timing of changes to our school re-organisation? Schools are too optimistic about pupil numbers and not forward planning.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

3. Additional Mitigation

Further mitigation requested by Cabinet
Ensure adequate HR resource with appropriate experience in Educational employment matters
Cabinet to look to achieve faster progress in the Schools Transformation Programme
Service and Cabinet to remain vigilant of schools falling into deficit, and to take appropriate action

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving		067 – LAC budget			
Outline Summary					
Development of in house service provision to reduce IFA / residential placements. Public consultation required.					
Development of the in house Fostering Service to reduce the need to place children/young people with complex needs and challenging behaviour being placed with high cost Independent Fostering Agencies and in Residential Care. A saving of £32,000 has been identified for 2016/17, with further saving to be made in 17/18 and 18/19.					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	20.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Providing Foster Placements that are Local to the child's home is critical to achieving this goal. This would allow young people who are no able to live at home with their parents and opportunity to remain within the community in which they have grown up, maintain contact with friends and remain in the same school.	G	Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs. Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements. Children's Services are actively recruiting Foster Carers for Children with Complex Needs and Challenging Behaviours. Development in approaches to recruitment of Foster Carers and a review of foster care allowances.	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy	G

Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	Children's Services recognise that Children and Young people who are Looked After can experience changes of school due to being cared for in Placements long distances from their home community, thus impacting on their educational achievements. The recruitment of Foster Carers within Powys to care for Young People who display challenging behaviour will enable them to remain at their Local School, minimising any disadvantages they would otherwise face.	G	Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs. Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements. Children's Services are actively recruiting Foster Carers for Children with Complex Needs and Challenging Behaviours. Development in approaches to recruitment of Foster Carers and a review of foster care allowances.	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy	G
Remodelling council services to respond to reduced funding	Children's Services have remodelled their fostering service with a view to being able to provide in house foster placements to young people with Complex needs and challenging behaviours, avoiding the need to place them with high cost Independent Fostering Agencies and Residential Placements, reducing the overall cost of the Looked After Children budget.	G	In order to develop this further the Fostering needs to actively use new methods of recruiting foster carers, including the use of social media such as Facebook, use of digi stories etc.	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	By ensuring there is appropriate local Foster Care provision, children's services will ensure that Children and Young People who are not able to live at home with their parents have an opportunity to grow up within the community they are from, maintaining any cultural, heritage and language links.	F	Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs. All published information is available in Welsh.	We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.	F

<i>Opportunities for persons to use the Welsh language</i>	All information is available through the medium of Welsh. The Fostering Service have access to staff who can communicate through the medium of Welsh.	F	Fostering Service to ensure that Welsh Speaking staff attend Recruitment events.	As above	F
<i>Treating the Welsh language no less favourable than the English language</i>	As above	F	As above	As above	F
<i>Opportunities to promote the Welsh language</i>	As above	F	As above	As above	
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	G	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	Social Work Code of Conduct	G
<i>Age</i>	Foster Carers will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Disability</i>	Foster Carers will not be disadvantaged on the basis of disability - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Gender reassignment</i>	Foster Carers will not be disadvantaged on the basis of gender reassignment - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Marriage or civil partnership</i>	Foster Carers will not be disadvantaged on the basis of marital status - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N

<i>Race</i>	Foster Carers will not be disadvantaged on the basis of race - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Religion or belief</i>	Foster Carers will not be disadvantaged on the basis of Religious beliefs - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Sex</i>	Foster Carers will not be disadvantaged on the basis of sex - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Sexual Orientation</i>	Foster Carers will not be disadvantaged on the basis of sexual orientation - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N
<i>Pregnancy and Maternity</i>	Foster Carers will not be disadvantaged on the basis of being pregnant - The proposed cuts will not impact upon this	N	As above	Social Work Code of Conduct	N

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>	N/A				
<i>Collaboration: Working together with other partners to deliver.</i>	N/A				
<i>Involvement: Involving those with an interest and seeking their views.</i>	N/A				

<p>Prevention: Putting resources into preventing problems occurring or getting worse.</p>	<p>The remodelling of the fostering service has been undertaken with a view to preventing young people who have experienced significant trauma and rejection in their lives, problems from being exacerbated by being placed with foster carers who do not have the skills and knowledge to meet their needs, leading to further trauma and rejection (as placements break down) and their needs escalating.</p>	<p>G</p>	<p>An In depth package of training will be available to our foster carers to ensure they have the skills and knowledge required to care for young people with complex needs and challenging behaviour.</p>	<p>a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy</p>	<p>G</p>
<p>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</p>	<p>N/A</p>				
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>N/A</p>				
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Foster Care plays a key role in Children's Services response to ensuring that children and young people do not suffer abuse and neglect. The development of the service will ensure that we have sufficient numbers of foster carers, with the skills and knowledge to meet the needs of children and young people in Powys.</p>	<p>G</p>	<p>Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.</p>	<p>a) Performance Information b) Placement Strategy c) Recruitment Strategy</p>	<p>G</p>

Corporate Parenting: Enabling our looked after children to fulfil their potential.	The development of the 3 tiered approach to fostering will enable the targeting of training to foster carers to meet the need of our current priority, Young People with Complex Needs and challenging behaviour. Being able to place children and young people with in house foster carers also enables young people to remain close to local communities, maintain local interests and to remain within their schools, which will all contribute to them meeting their potential.	G	Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.	a) Performance Information b) Placement Strategy c) Recruitment Strategy	G
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Unable to recruit enough Foster Carers	High	Medium	Medium
Does it have potential to impact on another service area?			
When children are placed outside of Powys, this also has an impact on Education as they remain responsible for ensuring that the young person's educational needs are met.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
In order to reduce the Looked After Children’s budget, we will need to have sufficient numbers of carers across Powys who have the knowledge and skills necessary to work with Children and Young People with complex needs and challenging behaviour. However, there is a shortage nationally of people who wish to become foster carers. Given this it is imperative that we provide sufficient recompense for those carers in order to keep our current carers and to attract new carers to Powys. With this in mind we have re structured the service to meet this challenge, and continue to consider and develop new ways of marketing and recruiting foster carers, in order to meet the challenge ahead. I addition to this it must be recognised that any Looked After Children budget is volatile in nature.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	√		

8. Mitigating Actions

Action	Residual Risk
Alongside the actions highlighted above, we will continue to work closely with the 4C's who provide a Framework for commissioning services with Independent Fostering Agencies and Residential Providers.	M
Further Development of our Recruitment Strategy.	M
Development of the Powys Access to Services Panel to ensure we target resources to Young People to those at greatest risk.	M

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
1) Performance Management Information. 2) Corporate Parenting Reports 3) Foster Panel Minutes 4) Powys Access to Services Panel (PASP) 5) Multi-Agency Approval Panel (MAAP)

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	067 – LAC budget						
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder	Cllr Graham Brown

1. Cabinet Observations

General Comments
Risk is in relation to deliverability of the saving, not impact on service delivery.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
19 th February 2016

Cyngor Sir Powys County Council
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Service Area	Corporate	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	128 – Additional Income Target				
Outline Summary					
Increase in income levels generated by the Authority – High level target set by Cabinet, specific areas will be identified later and will be supported by further Impact Assessments.					

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

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead for Finance	11/12/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	Income management is one of the key cost improvement schemes for the Council, this will contribute to the budget shortfall and help sustain services.	E	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out	Budget Principles and Cost improvement themes	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective.	E	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out. Business Cases will be developed.	Budget Principles and Cost improvement themes	E

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					

Corporate Parenting: Enabling our looked after children to fulfil their potential.					
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Failure to identify income streams	Low	High	Medium
Does it have potential to impact on another service area?			
Yes has potential to impact across all services			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Impact Assessments will be carried out alongside individual business cases for each Income opportunity identified and developed.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
	X	
		Low Risk

8. Mitigating Actions

Action	Residual Risk
Development of Business Cases as opportunities are identified, impact assessment of each case.	Medium

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress reported at Cost Improvement Board

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Wynne Jones		

Budget Saving	128 – Additional Income Target					
Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell	Portfolio Holder Cllr Wynne Jones

1. Cabinet Observations

General Comments
This is in addition to the £1.577m already allocated to services, therefore there is a substantial risk that this cannot be achieved.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Medium Risk SIAs

- 001 – Income Saving from PWC Review (Cemeteries) (Regeneration, Property & Commissioning)
- 002 – Reduce Economic Development (Regeneration, Property & Commissioning)
- 007 – Reduce Grants (Regeneration, Property & Commissioning)
- 008 – Withdraw From Village Halls (Regeneration, Property & Commissioning)
- 010 – Stop Funding Tourist Information Centres (Regeneration, Property & Commissioning)
- 023 – Staff Reduction (Highways, Transport & Recycling)
- 024 – Waste Disposal Contract (Highways, Transport & Recycling)
- 028 – 3 Weekly Collection (Highways, Transport & Recycling)
- 036 – Concurrent Functions Grants (Leisure & Recreation)
- 037c – Cleaning (Consideration of JVC Transfer or Trading Company) (Leisure & Recreation)
- 038 – Catering (Leisure & Recreation)
- 046 – Removal of funding for breakfast clubs (Schools Service)
- 051a – ALN (Schools Service)
- 058 – Reconfigure Day Time Opportunities for Older People (Adult Services)
- 064 – Reduction in CYPP and YJB budget (Children's Services)
- 065 – Bannau / Camlas (Children's Services)
- 069 – Deletion of Psychologist and Family Group Conferencing Services (Children's Services)
- 094 – Reduce Photocopying Budget (Legal)
- 108 – Business Support Service Delivery Review (Resources)
- 109 – Purchase to Pay (Resources)
- 111 – Employment Services Delivery Review (Resources)
- 115 – Customer Service Review (Resources)

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Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	001 – Income Saving from PWC Review (Cemeteries)				
Outline Summary					
Total opportunities identified £430,040 Cemeteries opportunities identified £125,000. Increasing burial fees in order to make a significant contribution towards full cost recovery.					

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

Version	Author	Job Title	Date
1	Nia Hughes	Professional Lead – Environmental Health (Environmental Protection)	11 th December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	A significant move towards full cost recovery in the future	F		Cemeteries Business Case Progress template. Approved Portfolio Holder report which concluded benchmarking data	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport,</i>	n/a				

<i>art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				
<i>Marriage or civil partnership</i>	n/a				
<i>Race</i>	n/a				
<i>Religion or belief</i>	n/a				
<i>Sex</i>	n/a				
<i>Sexual Orientation</i>	n/a				
<i>Pregnancy and Maternity</i>	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Press release and written to all funeral directors to inform them of the increase in charges	G		Press release; Letter to funeral directors	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty:	n/a				

Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<p>1. Additional cost to the Council if the changes results in more public health funerals, i.e. where the deceased cannot afford the cost of the burial;</p> <p>2. Such an increase in fees may lead to burials taking place elsewhere and an increase in demand for cremations. Such trends would mean that the savings target won't be realised.</p>	Low	Low	Low
Does it have potential to impact on another service area?			
A significant reduction in demand could impact on LE as they provide the grave digging.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
This proposal could cause an increasing trend for cremations which would be cheaper overall, plus customers utilising other service providers, e.g. churches or Town and Community Councils. Diminishing capacity in some existing cemeteries and no further investment could impact on the overall income generation.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk

On-going monitoring arrangements?

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

9. Sign Off

Position	Name	Signature	Date
Service Manager:	Nia Hughes		
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	001 – Income Saving from PWC Review					
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder Cllr John Powell

1. Cabinet Observations

General Comments
This initiative reflects a move towards full cost recovery and could prompt people to access other options.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	002 – Reduce Economic Development: Reduce Economic Development budget by 20%				
Outline Summary					
Funding used to support Regeneration initiatives identified in the Regeneration Strategy and regularly matches external funding into the Authority.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	18.10.2016

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

Council Priority	How does the policy / change objective impact on this priority?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The funding is supporting initiatives that develop the community activities, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Developing the economy	The funding is supporting initiatives that develop the economy, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Improving learner outcomes for all, minimising disadvantage	The funding is supporting initiatives that improve learning, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Remodelling council services to respond to reduced funding	Saving target will be achieved but the Authority will be able to engage less with external opportunities, with the reduction of the funding.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P

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

Well-being Goal	How does the policy / change objective impact on this goal?	What can be done to better contribute to positive or mitigate any negative impacts?	Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The Regeneration Strategy funding support work on economic growth in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.	P

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	As above	As above		P
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.				P
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	The Regeneration Strategy funding support work on community development in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.				P
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The Regeneration Strategy funding support work on cultural and heritage through Tourism initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>Opportunities for persons to use the Welsh language</i>				P
<i>Treating the Welsh language no less favourable than the English language</i>				P
<i>Opportunities to promote the Welsh language</i>	The Regeneration Strategy funding support work on cultural and heritage through Tourism initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>People are encouraged to do sport, art and recreation.</i>				P
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Regeneration Strategy funding support work on cultural and heritage through initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>Age</i>	As above	As above		P
<i>Disability</i>	As above	As above		P
<i>Gender reassignment</i>	As above	As above		P

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<i>Marriage or civil partnership</i>	As above	As above		P
<i>Race</i>	As above	As above		P
<i>Religion or belief</i>	As above	As above		P
<i>Sex</i>	As above	As above		P
<i>Sexual Orientation</i>	As above	As above		P
<i>Pregnancy and Maternity</i>	As above	As above		P

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

Principle	How does the policy / change objective impact on this principle?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Sustainable Development				
Long Term: <i>Balancing short term need with long term and planning for the future</i>	Reduction of the funding will in the long term exclude Powys from engaging in Wales wide regeneration initiatives.	Focus remaining resource on developing priorities of the Economic Development Strategy.		N
Collaboration: <i>Working together with other partners to deliver</i>	The reduction of funding will result in less engagement with key partners on Regeneration activities	As above		N
Involvement: <i>Involving those with an interest and seeking their views</i>	Regeneration Services will seek to bridge the gap with externally funding projects.	As above		N
Prevention: <i>Putting resources into preventing problems occurring or getting worse</i>		As above		N
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three</i>				N
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty	Reduction of the funding will in the long term exclude Powys from engaging in Wales wide regeneration initiatives.	Focus remaining resource on developing priorities of the Economic Development Strategy.		N
Safeguarding Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves	N/A			N

Corporate Parenting Enabling our looked after children to fulfil their potential	N/A			N
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reduction of Regeneration Strategy funding will result in Powys not being able to engage in key economic initiatives.	M	L	L
Does it have potential to impact on another service area?			
Training, economic community adult social care education			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
	M	

8. Mitigating Actions

Action	Residual Risk
Focus remaining resource on developing priorities of the Economic Development Strategy.	M
Funding to be aligned with the regeneration strategy	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Regeneration Strategy will continue to be monitored against defined outcomes.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	002 Reduce Economic Development						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
The risk is around regeneration priority within the Council. There is no risk in terms of meeting the saving, just on the impact this will have on the Council.
This will this be managed by linking future funding to the revised Regeneration Strategy.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Funding to be aligned with the regeneration strategy

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving		007 – Grants			
Outline Summary					
The community regeneration development grant fund supports annual partnership grants to third sector partners with a county-wide remit. It is also used in match funding with other external funding sources.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	20/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Annual partnership funding supports a wide range of community activities (i.e. learning, economic, sports, OAP groups, youth and play schemes)	U			
Developing the economy	Reducing the grant will result in reduced inward investment. For example, festivals do generate economic benefit to the county and vary in importance.	U			
Improving learner outcomes for all, minimising disadvantage	Community grants fund a wide range of activities that support learning and development of local skills.	P			
Remodelling council services to respond to reduced funding	Withdrawing the funding will save the Council money, however this will reduce the money being brought into the county as a whole.	P			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Reducing the grant will result in reduced inward investment. For example, festivals do generate economic benefit to the county and vary in importance. Overall the grants supports £10.3m (2013-14) investment into the county.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Reducing the grant will mean that additional services provided in the county will be withdrawn due to lack of funding.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Reducing grants will mean that communities are less able to join local groups, volunteer, learning opportunities as these will no longer be available.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Arts and festivals across the county, tourism, bilingual events are supported through the funding	P	Carry out consultation with grant recipients to evaluate the impacts	U	
<i>Opportunities for persons to use the Welsh language</i>	As above	P	As above	u	

<i>Treating the Welsh language no less favourable than the English language</i>	As above	P	As above	u	
<i>Opportunities to promote the Welsh language</i>	As above	P	As above	u	
<i>People are encouraged to do sport, art and recreation.</i>	As above	P	As above	u	
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Potentially the impacts could affect these groups more than the general public	I	Carry out consultation with grant recipients to evaluate the impacts on each of the protected characteristics	I	
<i>Age</i>	As above	I	As above	I	
<i>Disability</i>	As above	i	As above	I	
<i>Gender reassignment</i>	As above	I	As above	I	
<i>Marriage or civil partnership</i>	As above	I	As above	I	
<i>Race</i>	As above	I	As above	I	
<i>Religion or belief</i>	As above	I	As above	I	
<i>Sex</i>	As above	I	As above	I	
<i>Sexual Orientation</i>	As above	I	As above	I	
<i>Pregnancy and Maternity</i>	As above	I	As above	I	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Short term cuts will have a long term impact on the local economy	U		U	
Collaboration: Working together with other partners to deliver.	Weaken partnership relationship that have built up over many years	U		U	
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Local economic impacts across the County, which will have a detrimental effect on poverty	U		U	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	NA				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	NA				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding in the Community Grant Programme may result closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project.	H	L	M
Does it have potential to impact on another service area?			
Sports, health, education, early years, adult social care, arts, economic development, tourism			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Reducing funding in the Community Grant Programme may result closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Align grant funding with council priorities	
Funding through Leader or elsewhere for projects	
SIAs to be completed for individual grants when decisions have been made	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Once the funding ceases there will be no monitoring procedure in place.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	007 Reduce Grants						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
<p>Brecon has not lost the jazz due to PCC contribution, the organiser was looking for additional funding from the WG events team and has failed to achieve this, and this is the reason it has not continued.</p> <p>Festivals do generate economic benefit to the county and vary in importance.</p>

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
	Very High Risk	High Risk	Medium Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Align grant funding with council priorities
Funding through Leader or elsewhere for projects
SIAs to be completed for individual grants when decisions have been made

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Regeneration, Planning and Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	008 – Withdraw From Village Halls: Withdraw grant from village halls through a damping scheme.				
Outline Summary					
The Village Hall Revenue scheme supports a wide range of Community Centres and Village Halls across the County, the proposal is to withdraw from the scheme and make the saving over a two year period.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	15/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Local village hall/community centre are integral to the community for community activities developed and run by volunteers and providing the facilities for a range of services (statutory and non-statutory). Reducing funding will potentially lead to these services and projects being unable to be provided locally. Other council provision delivered at these halls may not be able to continue.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. No other revenue funding available.	Annual statistical information from each form within the revenue scheme, including audited accounts	P
Developing the economy	More money is kept within the local area as services are available locally. Functions held in the halls use local traders i.e. catering	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close with the resulting in loss of local trade.	Annual statistical information from each form within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	P

Improving learner outcomes for all, minimising disadvantage	Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.	Annual log of activities and usage hours.	P
Remodelling council services to respond to reduced funding	This will deliver the budget reductions required. However there could be an impact on the community delivery project.	N	NA	Customer feedback	This will deliver the budget reductions required. However there could be an impact on the community delivery project.

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.	Annual log of activities and usage hours.	P
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

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A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	A range of activities, including fitness classes are held in the halls providing physical and mental wellbeing.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual log of activities and usage hours.	P
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Halls provide a community hub and make the area more attractive to people.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close potentially leading to rural isolation.	Annual log of activities and usage hours.	P
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language and maintain the Welsh Culture.	P	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Welsh language usage data	N
<i>Opportunities for persons to use the Welsh language</i>	Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language	P	As above	Welsh language usage data	N
<i>Treating the Welsh language no less favourable than the English language</i>	The closure of local halls may make it more difficult for people to participate through the Welsh language.		As above	Welsh Language usage data	N
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>	Halls provide opportunities for cultural, arts and sports activities.		Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Activity logs and usage data	
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service, although there may be some groups who are more effective than others.	N	More research needed to evaluate possible impacts on groups.		N

Age	Potentially older people would be less able to access services and activities.	P	More research needed to evaluate possible impacts on groups.		N
Disability	Potentially people with disabilities would be less able to access services and activities.	P	As above		N
Gender reassignment	N/A		As above		
Marriage or civil partnership	N/A		As above		
Race	N/A		As above		
Religion or belief	N/A		As above		
Sex	N/A		As above		
Sexual Orientation	N/A		As above		
Pregnancy and Maternity	N/A		As above		

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	If a hall closes then it is likely to remain closed with the resulting loss to the community.	N	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Activity logs and hours used data	N
Collaboration: Working together with other partners to deliver.	Various groups and agencies are involved in the running of the halls and the activities working together to provide services for the communities. The potential closure of the halls will impact on this	P	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	N
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Reducing funding to the halls could potentially have a detrimental effect on local well-being,	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	P
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Services provided in the halls are usually relatively cheap to attend, both in terms of admission and travel costs. Reducing availability may have an impact on people's ability to access these.	N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding may result in community halls closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project.	High	Medium	Medium
Does it have potential to impact on another service area?			
Council services run through community centres.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

The council would no longer have evidence of community activities or links with communities through this route as this information is currently provided through the grant monitoring process.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)

Cabinet Report Reference:

Reducing funding to community/village halls will deliver the budget reductions required. However there could be an impact on communities through reduced or withdrawn service delivery (by both the council and other agencies), the provision of community activities, the authority's community delivery project and the council's reputation.

Judgement (to be included in Corporate or service risk register)

Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Damping scheme is trying to alleviate some of the negative impacts.	M
Encourage Community Centres to increase funding	
Encourage Community Councils to increase funding for their Community Centres	
Encourage Community Centre Management Committees to review their Business Models	
Act as a forum for best practice for fund raising	

9. On-going monitoring arrangements?

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

If grants are withdrawn there will be no monitoring process as this is currently part of the grant terms and conditions.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Avril York		

Budget Saving	008 Withdraw From Village Halls					
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder Cllr Avril York

1. Cabinet Observations

General Comments
<p>Funding provided contributes to between 10 and 20% of village halls overall budget only. Community halls have other funding streams that they also need to review their business models and it is unlikely that the removal of this funding will result in any closures of village halls. Village halls in other authorities do not receive Council revenue support, but nevertheless seem to function perfectly.</p> <p>Some village halls are independently funded already. The damping scheme proposed ensures that village halls don't lose all of the funding in one year, this is spread across two years.</p> <p>If we remove the base for offering services locally, this may affect the transformation of other services which we want to provide through the Third Sector.</p> <p>When you have a lot of community activity occurring due to organising of fund raising events, this brings together the community. Grant funding provided by PCC discourages this, therefore withdrawing funding in some instances could be a positive factor.</p> <p>Town Councils have largely raised their precepts greatly to take on new services. Community Councils in general have not had the same appetite to raise their precepts to the same extent.</p>

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Act as a forum for best practice for fund raising

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving		010 – TICs			
Outline Summary					
Budget saving of £130,000 over 3 years by cutting visitor information services. This includes removing grant funding to 6 Community operated Tourist Information Centres across Powys (2016/17), and moving Brecon Information Centre functions into the new Brecon Cultural Hub (2017/18) as a shared service centre with Brecknock Museum and Brecon Library.					

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

Version	Author	Job Title	Date
1.0	Julie Lewis	Tourism Officer	20/10/15
2.0	Jenni Thomas	Regeneration Manager	21/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			
Developing the economy	A report commissioned by Welsh Government into the Economic impact of TIC's in 2012 stated that the gross additional spend per enquiry was £17.49, with the new additional spend being £5.22. In 2014 the Powys network of TIC's (7 in total) serviced 240,332 enquiries, therefore the additional spent generated was £4,203,402 (gross) or £1,254,533 (net) Withdrawing support jeopardises this added value to the tourism economy of Powys, however it is not known at this stage how many TIC's would be forced to close if funding is withdrawn.	U	By withdrawing financial support over the next 3 years, it is not certain which TIC's may sustain themselves in future, this still having a positive economic impact.	Welsh Gov report into TIC Economic Impact (2012)	P
Improving learner outcomes for all, minimising disadvantage		N			

Remodelling council services to respond to reduced funding	A budget saving of £130,000 over 3 years by withdrawing visitor information services has been proposed. This service was remodelled in 2008/09 when funding for 6 TICs was agreed when they began to be operated by Community groups. Funding has been granted under SLA's for a 7 year period, and community operated TIC's have had sufficient time to move towards self-sustaining operation. The provision of this service is a non-statutory function for the Council.	G	The best case scenario would be find all 6 community operated TIC's will survive the withdrawal of funds and community groups will continue to provide visitor information services, however this is outside of the Council's direct control.		G
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How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Withdrawing support jeopardises this added value to the tourism economy of Powys (£4,203,402 (gross) or £1,254,533 (net) in 2014), However it is not known at this stage how many TIC's would be forced to close if funding is withdrawn.	U	By withdrawing financial support over the next 3 years, it is not certain which TIC's may sustain themselves in future, this still having a positive economic impact.	Welsh Gov report into TIC Economic Impact (2012)	P
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A	N			
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A	N			

A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A	N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A	N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Some areas have a majority of Welsh speakers and the availability of local TICs allows people to use the Welsh Language and maintain the Welsh Culture.	p			
<i>Opportunities for persons to use the Welsh language</i>		p			
<i>Treating the Welsh language no less favourable than the English language</i>	Some areas have a majority of Welsh speakers and the availability of local TICs allows people to use the Welsh Language and maintain the Welsh Culture.	p			
<i>Opportunities to promote the Welsh language</i>	As above	p			
<i>People are encouraged to do sport, art and recreation.</i>	As above	p			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service, although there may be some groups who are more effective than others.	p			
<i>Age</i>	Potentially older people would be less able to access services and activities	U			
<i>Disability</i>	Potentially people with disabilities would be less able to access services and activities.	U			
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					

Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.		N			
Collaboration: Working together with other partners to deliver.	A joint working arrangement has been in place for the delivery of Visitor Information Services since 2008/09. This arrangement of Council financial support for external delivery will cease under the current proposals.	F	Assist community TIC's with business planning processes to better equip them for operating independently in the future.		F
Involvement: Involving those with an interest and seeking their views.	Bi-annual reviews take into account the views of the range of community groups who manage the 6 TIC's currently supported by the Council.	F	Signpost community groups to other support mechanisms and maintain an ongoing advisory relationship with them in the future.		F
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A	N			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A	N			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	N			

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	N			
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A	N			

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding may result in TICs closing with the knock on reduction in provision of local services and activities Political and reputational risk for both the council.	Medium	Medium	Medium
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing funding may result in TICs closing with the knock on reduction in provision of local services and activities Political and reputational risk for both the council.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Continue to develop ICT solutions	
Develop Brecon TIC and the new cultural centre as planned	

9. On-going monitoring arrangements?

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

If grants are withdrawn there will be no monitoring process as this is currently part of the grant terms and conditions.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Councillor Avril York		

Budget Saving	010 Stop Funding Tourist Information Centres						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
<p>The number of people using TICs has plummeted. Approximately 2% of users are Day visitors, and approximately 7% of users are staying for a longer period of time. The largest user group at approximately 25% are overseas visitors. For a number of years ICT has provided the solution for visitors and that continues to develop. The Council in 2009 moved to a system of funding TICs via grants, and the reason for that was that it was envisaged at that time that eventually TICs would cease to provide value for money.</p> <p>Decision previously made to close Builth TIC. A large number of queries in Builth previously were for interpreting bus timetables and change for the car park. Internet research has overtaken the requirements for TICs.</p>

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving		023 – Staff Reduction – natural wastage and ongoing service remodelling.			
Outline Summary					
This savings target is based on reducing the budget allocated to the staffing resource and the budget spent of agency staff and contract staff across the HTR service. The enabling factors helping to achieve this are the various programmes running across the functions to remodel the service structure and via redesigning how we deliver different activities in the service which can be achieved by the use of new technology for example.					

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

Version	Author	Job Title	Date
1	Lisa Griffiths	Organisational Design & Development Manager	29 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable	N			
Developing the economy	Not applicable	N			
Improving learner outcomes for all, minimising disadvantage	Not applicable	N			
Remodelling council services to respond to reduced funding	This initiative is based on how we remodel council services to respond to reduced funding.	G			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Not applicable	N			

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable	N			
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable	N			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable	N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable	N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable	N			
<i>Opportunities for persons to use the Welsh language</i>	Not applicable	N			
<i>Treating the Welsh language no less favourable than the English language</i>	Not applicable	N			
<i>Opportunities to promote the Welsh language</i>	Not applicable	N			
<i>People are encouraged to do sport, art and recreation.</i>	Not applicable	N			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable	N			
<i>Age</i>	Not applicable	N			
<i>Disability</i>	Not applicable	N			
<i>Gender reassignment</i>	Not applicable	N			

<i>Marriage or civil partnership</i>	Not applicable	N			
<i>Race</i>	Not applicable	N			
<i>Religion or belief</i>	Not applicable	N			
<i>Sex</i>	Not applicable	N			
<i>Sexual Orientation</i>	Not applicable	N			
<i>Pregnancy and Maternity</i>	Not applicable	N			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.		I			
Collaboration: Working together with other partners to deliver.		I			
Involvement: Involving those with an interest and seeking their views.		I			
Prevention: Putting resources into preventing problems occurring or getting worse.		I			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.		I			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Not applicable	N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Not applicable	N			

Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable	N			
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Potential loss of useful skills and knowledge required for the future. 2. Lack of skilled resource available impacting on the level of statutory service delivery. 3. Removal of the delivery of non-statutory functions. 4. Risk to standard of highways.	High	Medium	Medium

Does it have potential to impact on another service area?

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Explore various options for delivering the service	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
An action plan is being developed. The HTR service will use an AIA approach to monitor this savings initiative along with others listed in the service efficiency savings tracker and MTFP. The AIA will be managed by the Organisational Design & Development Manager and will be reviewed on a regular basis by the Head of Service and Strategic Director.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Lisa Griffiths		29 th October 2015
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell, Cllr John Brunt		

Budget Saving	023 Staff Reduction						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt

1. Cabinet Observations

General Comments
There is a risk to the standard of our highways.
The risk needs to be managed as we go through this process. The service will reduce and will come down to a minimum standard. Content with medium risk as there are so many unknowns at the moment.
HTR is one of the highest spending services and it's important that we achieve significant savings in order not to adversely impact on other services.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

Additional Mitigation

Further mitigation requested by Cabinet
Explore various options for delivering the service

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	024 – Waste Disposal Contract				
Outline Summary					
Procurement of contract for residual waste to move away from the reliance on landfill to more sustainable options, in line with the WG strategy and statutory targets.					

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

Version	Author	Job Title	Date
1.1	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Effective procurement to ensure best value option achieved	F		Tender documentation and outcome of procurement	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	There is the potential for a local 'All Wales' solution which will provide jobs	F		Tender documentation	

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
/Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Collaboration: Working together with other partners to deliver.	Solution is likely to be a collaboration with other authorities in Wales	G		Tender documentation	
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Failure to procure a cost effective solution 2. Failure to reach agreement on existing contractual arrangement	Medium	Medium	Medium
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Currently in discussion with WG to maximise collaborative working with other authorities, and potentially attract grant subsidy if the solution conforms to WG policy and strategy.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Successful procurement of an alternative option to landfill for residual waste will provide a sustainable way forward with less reliance on landfill and year on year cost savings, and contribute to recycling rate.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	X
	Medium Risk
	Low Risk

8. Mitigating Actions

Action	Residual Risk
Continued dialogue with WG, neighbouring authorities and existing disposal contractor	Medium
Service to explore all options for service delivery	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Achieving WG statutory targets on landfill and remaining within budget

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		28/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

Budget Saving	024 Waste Disposal Contract					
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder Cllr John Brunt

1. Cabinet Observations

General Comments
There are quite a number of different solutions for disposal of waste now. We have an existing contract with clauses which allows an extension. At the moment we're looking for the best solution, but we have to work through a number of options.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Service to explore all options for service delivery

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Highways, Transport and Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	028 – 3 weekly Collection				
Outline Summary					
To move to a three weekly refuse collection service whilst sustaining a weekly recycling service so as to meet the necessary savings identified in the Medium Term Financial Strategy (MTFS). By reducing the quantity of waste for disposal and increasing the amount recycled from the kerbside, the change also make a significant contribution to the council meeting strict WG recycling targets and thus avoiding fine.					

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

Version	Author	Job Title	Date
V1 – Assessment of Relevance Template	Nigel Hicks, Melanie Amor and Sue Glenn	Project Officer, Communications Officer, Consultation Officer	18 th August 2015
V2 – SIIA	Nigel Hicks, Sue Glenn and Ashley Collins	Project Officer, Consultation Officer, Waste and Recycling Strategy Manager	9 th September 2015

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

Council Priority	How does the policy / change objective impact on this priority?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Residents will be encouraged and incentivised to recycle more of their waste at the kerbside as well as using Community Recycling Sites and Household Waste Recycling Centres for bulkier materials. Community Recycling Sites are often managed by local groups who receive a payment for use within the community.	Actively publicise and promote the new service to encourage participation in recycling and provide additional capacity for recycling if required. Work with community groups so that their role makes a positive contribution to the overall waste and recycling strategy.	Best practice gleaned from other authorities adopting a similar approach and results from consultation.	G
Developing the economy	Maximising recyclate collected will contribute to the development of the market for reprocessors for the material which will create jobs and bring income to the Council and local economy.	Maximising the quality of the material collected will mean that the Council can achieve the best income and thus offset the cost of the service.	Current market values for recyclate inform the selection of materials collected.	G
Improving learner outcomes for all, minimising disadvantage	The introduction of the new service will incentivise all residents to recycle more of their waste and thus ensure that everyone makes an equal contribution to the environment as well as saving Council funds for more beneficial uses.	Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Best practice gleaned from other authorities adopting a similar approach and results from consultation.	G

Remodelling council services to respond to reduced funding	This is the key driver of the change to help the council manage its reducing budget and also achieve recycling targets thus reducing the risk of fines.	Maximising the quality of the material collected will increase income available from recycle collected. Awareness and Enforcement will assist this priority.	Business case for three weekly collection and best practice from other authorities.	E
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective impact on this goal?	What can be done to better contribute to positive or mitigate any negative impacts?		Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	As there is still a considerable amount of recyclable material being disposed of via the residual waste stream, increasing the recycle collected will mean that resources are used more efficiently. The collection of more recycle will also stimulate the market for reprocessing and thus create wealth and jobs	Good communications to boost awareness and understanding of service and requirement for good quality recycle.	Compositional analysis of waste commissioned by the Welsh Government.	E
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	As above moving to a three weekly service will encourage residents who may only recycle sporadically to do so more regularly and increase our recycling rates to conserve natural resources, reduce landfill and meet the WG targets.	As above, good communications to boost awareness and understanding of service and requirement for good quality recycle.	Compositional analysis of waste commissioned by the Welsh Government.	E
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Consultation with residents suggests there is a concern about the health impacts of moving to a three weekly service, particularly as regards the potential attraction of vermin. There are also concerns regarding keeping non-infectious clinical waste (nappies, incontinence pads, colostomy bags) for an extended period.	If residents use the service correctly, maximising recycling and securely bagging any potentially problematic waste, this issue will be minimised. Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Results from consultation.	N

A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Maximising recycling from the kerbside collection will benefit all members of the community through the positive impact on climate change and the reduction on the cost of the service allowing Council funds to be spent more effectively.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	One of the key drivers of this change is the positive impact on climate change through the increase in recycling and reduction in landfill. It will also impact positively on social and economic well-being as funds can be diverted to be spent more effectively on services for the public.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	E
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	All promotional material is bi-lingual.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Opportunities for persons to use the Welsh language</i>	Residents can contact the council in Welsh via the various communication channels.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Treating the Welsh language no less favourable than the English language</i>	All promotional material is produced in both languages.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Opportunities to promote the Welsh language</i>	All promotional material is produced in both languages.	Welsh speakers are available if required for awareness events.	N/A	G
<i>People are encouraged to do sport, art and recreation.</i>	Not applicable for this policy/service change.	N/A	N/A	N
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Every household in Powys receives a kerbside collection of recycling and residual waste.	Mitigations are in place to take account of the protected characteristics that apply, namely age and disability.	Best practice from other authorities and results from consultation	G

<i>Age</i>	Powys households consist of a mix of ages and we are aware that certain household types may need additional help and support when the three weekly service comes into effect. Families with children in nappies and older people who generate non-infectious clinical waste will be most affected by this change.	Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Results from consultation.	G
<i>Disability</i>	Disabled residents or those with a medical condition which requires them to dispose of large quantities of incontinence waste may need additional support.	Residents with disabilities who have no other family support may be eligible for an assisted collection and those with large quantities of incontinence waste due to a medical condition would be offered an additional bin or bags to help them manage when we move to a three weekly service.	Results from consultation.	G
<i>Gender reassignment</i>	No impact - every household in Powys receives a kerbside collection of recycling and residual waste.	N/A	N/A	N
<i>Marriage or civil partnership</i>	As above	N/A	N/A	N
<i>Race</i>	As above	Potential to communicate with key groups if there appears to be limited recycling by a household, including providing promotional material in alternative languages.	N/A	N
<i>Religion or belief</i>	As above	N/A	N/A	N
<i>Sex</i>	As above	N/A	N/A	N
<i>Sexual Orientation</i>	As above	N/A	N/A	N
<i>Pregnancy and Maternity</i>	The key impact here will be on the capacity to dispose of nappies with a three weekly collection.	Families with two or more children in nappies will be offered support and additional capacity via an extra bin or purple sacks following an assessment if requested.	Results from consultation.	G

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

Principle	How does the policy / change objective impact on this principle?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Sustainable Development				
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	There is an immediate pressure to make the savings as outlined in the MTFs, however in the longer term there is a need to increase recycling to achieve WG targets and minimise risk of fines. It is likely that the frequency of residual waste collections will need to be reduced further as the targets for recycling become more challenging and pressures on budgets increase.	If residents use the service correctly, maximising recycling and securely bagging any potentially problematic waste, reducing the frequency of residual collections will not pose any serious problems. Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Compositional analysis, best practice from other authorities and results from consultation.	G
Collaboration: <i>Working together with other partners to deliver.</i>	The move to three weekly collections is one of several methods of achieving the WG statutory targets. We will be working with our third party suppliers to maximise the effectiveness of Household Waste Recycling Centres and income from recycle.	Maintaining proactive dialogue with third party providers on any changes to service to ensure consistent delivery.	Contractual arrangements with third party providers.	E
Involvement: <i>Involving those with an interest and seeking their views.</i>	Views have been sought from residents on how to mitigate for those who may genuinely struggle with a three week service and seek input re any concerns so as to plan accordingly for the service and how to communicate with households and about what.	Residents are generally happy with recycling service and overall find it easy to use. Capacity issues for key household types can be addressed. Views considered and captured via Cabinet Report to inform members ahead of a final decision in October 2015 and to inform future communications.	Results from consultation.	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	Good communications required and engagement by Powys residents to ensure smooth implementation of service.	Communications plan and resources to be put in place to help respond to any concerns expressed and encourage residents to recycle all they can.	Results from consultation.	G

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	One of the key drivers of this change is the positive impact on climate change through the increase in recycling and reduction in landfill. It will also impact positively on people and the economy as funds can be diverted to be spent more effectively on services for the public.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	E
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	N/A	N/A	N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Some residents may be vulnerable, such as older disabled residents who live alone and require assistance	Consideration to be given to this with existing policy of assisted collections and additional capacity.	Results from consultation	G
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A	N/A	N/A	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Residents not having enough capacity for residual waste	Low	Medium	Low
Perceived issue of storing non-infectious clinical waste – AHPs and colostomy bags	Low	Medium	Low
High requirement for additional recycling containers and residual capacity	Medium	Medium	Medium
Does it have potential to impact on another service area?			
In the short term, the contact centre will receive a surge in calls whilst the new service beds in. There may be a potential increase in some fly tipping if residents don't qualify for a bigger bin and refuse crews stop collecting side waste as instructed but this hasn't been the case for Gwynedd who have already implemented three weekly collections.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

Consultation results provide evidence regarding recycling habits, concerns, and also views around what mitigations residents would be willing to accept depending on personal circumstances.

Residents Satisfaction Survey results from 2012/13 and 2015/16 show that residents continue to be satisfied with both the recycling and refuse collection service. Just over 820 residents were interviewed and asked for their views on key council services. 83% of residents in 2012/13 were satisfied with the refuse collection service. The figure for this year is 79%. Satisfaction with recycling was 76% two years ago and has increased to 78% this year. These telephone interviews were conducted during August when the consultation regarding the change to three weekly residual collections had been launched so there is no reason to suggest the views are based on residents being unaware of the changes being proposed.

A compositional analysis of residual waste commissioned by the Welsh Government shows that there is still a considerable amount of recyclable material present which if placed into kerbside recycling containers would free up enough additional residual capacity to facilitate a three weekly collection service.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
There will be an impact on residents, but with an increase in uptake of recycling, the vast majority of the population will be able to easily adapt to the new collection frequently. There will be a greater impact on residents who have a need to dispose of non-infectious clinical waste such as AHPs and colostomy bags. This can be mitigated against through the provision of additional residual capacity.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

8. Mitigating Actions

Action	Residual Risk
Residents with a requirement to dispose of non-infectious clinical waste will be provided with additional capacity for storage before collection	Low
Assisted collection scheme will be offered for vulnerable residents following assessment for suitability	Low
All residents can request additional recycling boxes to enable them to recycle more and free up space in their residual waste containers.	Low
Continued and improved communication with residents	
A full review of the success of the 3 weekly collections to take place in due course at the appropriate time	

9. On-going monitoring arrangements?

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

The service will be continually reviewed to determine the impact through recording of complaints, satisfaction surveys, and monitoring of waste flows and performance against recycling targets.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins / Ian Harris		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

Budget Saving	028 3 weekly Collection					
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder CLlr John Powell

1. Cabinet Observations

General Comments
This saving has been approved by Cabinet and is already underway. This SIIA appears as some of the saving accrues in 2016/17. This is part of the integrated assessment framework, so this SIIA has been included for that purpose.
The move to 3 weekly collections shows early signs of a considerable increase in recycling. After several months the 3 weekly collection should be reviewed.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

Additional Mitigation

Further mitigation requested by Cabinet
Continued and improved communication with residents
A full review of the success of the 3 weekly collections to take place in due course at the appropriate time

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making




Service Area	Concurrent Functions	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	036 – Concurrent Functions Grants				
Outline Summary					
To cease payment of the Concurrent Functions Grants provided to town and community councils in Montgomeryshire. These grants give varying levels of support through local councils to local clubs and groups, or through the local councils themselves, for managing green spaces, sports facilities, play areas and other amenities in their communities. The proposal also recommends that the broad principle of this grant-led approach is reviewed and replaced, if finances permit, by a Powys-wide local support grant in year 3 of the 3-year MTFS plan.					

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

Version	Author	Job Title	Date
V1	SM	Leisure & recreation Services Manager	16-10-2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	How are you going to do things differently?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The proposal makes a direct saving	F	Currently, this grant is available to local councils in Montgomeryshire only, and only then upon application. The proposal is to make the situation equitable through phased withdrawal and consideration of an alternative approach.	Attached document which summarises grant application spend in 2012/13.  2012-13 Concurrent Functions.xlsx	F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Potential for initial negative impact, should local councils in Montgomeryshire find transition difficult to fund	I	Cabinet have agreed to review the broad principles of this grant approach before 2018-19, and consider a pan-Powys approach, subject to funding being possible.	Council Budget Seminar notes provided to members	I
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	As above	I	As above. Noted that with the notable exceptions of Newtown and Welshpool councils, the level of grant is very small, typically under £1,000.		I
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

Opportunities to promote the Welsh language					
People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Distribution and profile of beneficiaries unknown, as this grant is sought and received by local councils with no equality records provided upon application to the county council.				
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	The proposal may well impact upon this theme.	I	Local councils have the means to derive other sources of income through rateable charges, or through local devolution of amenities to the community groups, as has been pursued in Brecon and Radnor areas.	Community Asset transfers in Brecon and Radnor across 2012 - present	
Collaboration: Working together with other partners to deliver.	Indirectly, this proposal will ensure that some beneficiaries seek local discussions over management of amenity areas, necessitating local joint working.	I	As Discussions have taken place with a range of local councils and local groups in support of joint working above, and the only obstacle is willingness to do so at a local level, rather than the effectiveness of doing so.	As above	

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Involvement: Involving those with an interest and seeking their views.	As above				
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Loss of outdoor recreational facilities; 2. Failure to carry out maintenance of outdoor rec facilities.	L	H	M
Does it have potential to impact on another service area?			
None known			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Information provided by Treasury Manager, and represented in attachment, as summary of services supported through this grant application mechanism. Noted that this grant is accepted as inequitable, with no version applied in mid and south Powys.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
<p>The grant does indeed support localised recreational activity in Montgomeryshire, though very indirectly though part support for costs of grounds maintenance and other revenue costs supported by local councils in this part of Powys. To undertake a staged removal would make the situation of indirect support for such amenities equitable, since no such support exists in the mid or south of the county. Cabinet have agreed to review this grant-led approach prior to 2018-19, to consider whether introduction of a Powys-wide grant approach is appropriate and financially feasible. The withdrawal of this grant for the majority of local councils is very unlikely to lead to facility closure or dramatic change as the funding levels are typically very small. Indeed, the proposal may stimulate closer working arrangements with local volunteers and clubs in their areas, as is the emerging case in mid and south Powys where outdoor recreational areas have been passed to local communities. The impact upon such facilities in Newtown and Welshpool, where funding levels account for nearly two thirds of the grant total, may demand a more locally targeted consideration of priorities for amenity management, though resilience to manage this change are likely to be greater.</p>			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
<p>Mitigating actions include a phased reduction over 2 years.</p> <p>Officer support will be available in terms of advice on procurement and tendering, grounds maintenance and in management of volunteers, together with free advice being available from PAVO. Such facilitation has been a normal activity in mid and south Powys as part of service redesign and community delivery of outdoor recreation assets.</p>	L

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Review of grant support for outdoor recreational facilities prior to 2018-19, with associated community consultation.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Stuart Mackintosh		16-10-2015
Strategic Director:			
Portfolio Holder:			

Budget Saving	036 – Concurrent Functions Grants					
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder Cllr Avril York

1. Cabinet Observations

General Comments

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Leisure & Recreation/ Cleaning Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	037c – Cleaning: Consideration of JVC transfer or Trading Company.				
Outline Summary	Following the transfer of Cleaning staff based in schools and the reduction in the extended management team to create required efficiencies, the service will be exploring the option of joining with the joint venture company or forming a trading company.				

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

Version	Author	Job Title	Date
V1	Cheryl Leighton	C&C Services Development Manager	26 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable				
Developing the economy	Potential to lead to more employment for local people	Good	Not applicable		
Improving learner outcomes for all, minimising disadvantage	Not applicable				

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Potential to lead to more employment for local people	good	Not applicable		
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable			Evidence on stats from employment services	
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Know the current and likely future requirements for the service	Fair	Not applicable		
Collaboration: Working together with other partners to deliver.	Looking at joint venture opportunities	Fair	Not applicable		
Involvement: Involving those with an interest and seeking their views.	Consultations with cleaning Management	Fair	Not applicable		
Prevention: Putting resources into preventing problems occurring or getting worse.	Sourcing right partner if JVC, Monitoring and audits	Good	Not applicable		
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Not applicable				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Sourcing right partner if JVC, Monitoring and audits	Neutral	Transfer to JVC	Not applicable	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Opportunity for potential improvement	Good	Not applicable		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Selection of wrong JVC; 2. Inability to action a JVC; 3. Timing of entering JVC – may be delayed.	Low	Medium	Low
Does it have potential to impact on another service area?			
Support function provided by Business Services Existing customers – Property Services, Library Service, Youth Service, Fire Service, Housing			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
No negative impact on service delivery No negative impact on staff (T&Cs)	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	X
Medium Risk	Low Risk


8. Mitigating Actions

Action	Residual Risk
Thorough selection process	low
Auditing	low

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		26 October 2015
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	037c – Cleaning: Consideration of JVC transfer or Trading Company					
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
Should be a medium risk as we don't yet have enough confidence that we will achieve the savings via the JVC or Trading Company.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving		038 – Catering			
Outline Summary					
Full cost recovery on school meals and Council catering outlets.					
Work has been ongoing for some time to review meal costs and means of provision across small schools in Powys. This work will continue, and changes to how meals are provided (e.g. through export/import kitchens) will need to continue to ensure meals are provided in an affordable way. Proposals that affect individual school provision will be subject to individual reviews and supporting business cases.					
School meal prices will rise by 5p, to take inflationary pressures and staff wage increases into account, and also contribute to the budget reduction. Also, in High Schools, the prices of ‘non-meal of the day’ will be reviewed to ensure full costs are met.					
Work currently in train to review and monitor income/expenditure in the 2 staff canteens. Following this exercise in winter 2015-16, should the canteens prove unable to cover all costs, a further Cabinet paper review will be undertaken to consider their future viability. This may lead to closure or franchising.					

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

Version	Author	Job Title	Date
V1	S Mackintosh	L&R Services Manager	27 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting older people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					

Remodelling council services to respond to reduced funding	This proposal relates to the reduction in direct Council support to the Service, which is already predominantly self-funding. The funding reduction does pose a challenge to the Service, but the proposals directly tackle the issue.	P	The Service is seeking to tackle the reduction in a number of ways – by reviewing the provision and costs of service in the 2 staff canteens, to ensure full cost recovery; by continuing to review individual school-based catering costs and to manage provision in a different way where more effective; by seeking a modest price rise of 5p on a standard school meal. Promotion of special event meals, promoting uptake through school events and promotion of uptake of free school meals will continue.	G Track record has shown uptake increases through these methods, and through sustained work by staff in doing so.	F
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.					
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	The proposal has the impact to drive down uptake without ongoing and sustained mitigation measures. The review of staff canteens is an internal PCC matter and would not impact on non-Council citizens.	P	Free school meal provision would be protected, as a statutory provision. Any proposal for significant change would be subject to further assessment and business cases. The 5p proposed increase in in-line and less than rises in prices previously applied, representing a 2% increase. It is not anticipated to have major impact on uptake, which will continue to be monitored.	Impact on uptake based upon previous price changes, has not led to reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events.	N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					

<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					

<p>Long Term: <i>Balancing short term need with long term and planning for the future.</i></p>	<p>The proposal has mixed implications. However, the work to be applied to manage the proposals will directly address the short-term need to secure savings, plus the long-term need to manage the longer-term means to reduce costs in a sustainable way.</p>	<p>N</p>			<p>N</p>
<p>Collaboration: <i>Working together with other partners to deliver.</i></p>	<p>Work has already been started across the sector to ensure effective collaboration. The proposal will enforce the need to strengthen links within the schools sector and with the service's new partner of Monmouthshire County Council.</p>	<p>P</p>	<p>Links have recently been formalised between the Catering Services in Powys and Monmouthshire CCs. This allows for production of joint menus, and nutritional analysis, web site, with potential for further joint work and possible staffing joint working for inspections and even cover arrangement son the border area.</p> <p>The Service have worked hard to strengthen links with schools, to promote uptake, and although this has not always proven successful, it has strengthen ties with a number of schools, and provided opportunities to develop new ways of working in cases of cases where export arrangements have proven effective in managing costs; also, in promoting meals linked to special events throughout the year.</p>	<p>Promotions sought in 2015. Launch of new joint menu with Mons CC in November 2015. Supported by Portfolio Holder and CX (Mons CC).</p>	<p>P</p>
<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>Proposal will not negatively impact on this theme, but does re-inforce the need to continue to work with schools, school councils and partnership working with Mons CC and others.</p>	<p>P</p>	<p>Area staff meet with schools and school councils, and attend parents' evenings to promote and seek increasing uptake. Joint involvement of Mons CC in creation of new menu.</p>	<p>As above</p>	<p>P</p>
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Potential impact on uptake of school meals.	P	<p>FSM are protected through statute, so no implications for FSM provision are foreseen. Where any significant proposal for a specific school is considered, this would be subject to separate review, business case and assessment.</p> <p>The introduction of Cashless System will also support this proposal being successfully achieved with reduced negative impact.</p> <p>Meetings have taken place with Social Care and Revenue and Benefits Team to discuss and monitor access and impact upon Free School Meals and cases of school meal debt.</p>	Impact on uptake based upon previous price changes, has not led to reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events.	N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The risks presented vary, as the proposals contain a number of management actions. The risk, in the Equalities sense, relates to school meal uptake and provision.	P	The Service believe that the budget changes can be implemented without significant and unacceptable implications for vulnerable children, as the FSM arrangements will be secured, which represent the most vulnerable and disadvantaged.	N
Does it have potential to impact on another service area?			
Schools Service			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The 2 year budget reductions will require a number of actions to achieve, including a modest annual increase in school meal price, together with a review (and appropriate actions) of the costs and provision of food in the Council canteens. This may mean a change in provision, such as through franchising, or potential closure. Also, the ongoing review of meal provision costs in each school will continue and where a business case supports it, to consider a change in means of providing food to any individual school, with a key principal to ensure that Free School Meals are provided, regardless of how that provision is undertaken. The Service is committed to introduction of the 'cashless' system across the schools, which also is anticipated to support ongoing works to promote increased meal uptake.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	✓

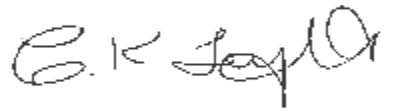
8. Mitigating Actions

Action	Residual Risk
Review of County Council canteen arrangements	L
Ongoing monitoring and review of all schools to ensure most cost effective means of food provision are secured	M
Extend opportunities for joint working with Monmouthshire CC and others where this provides an effective way of improving standards or minimising costs	L
Promote special event menus throughout the year, and continue to promote school meal uptake directly with schools	L
Continue to promote uptake of free school meals with the Revenue and Benefits team	L

9. On-going monitoring arrangements?

Monitoring of pupil numbers
 Monitoring of uptake per school vs pupil numbers
 Monitoring of costs per meal and costs per school
 Joint monitoring work with Mons CC of on-site food quality and controls

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		27/10/2015
Head of Service:	Stuart Mackintosh		27/10/2015
Strategic Director:			
Portfolio Holder:			

Budget Saving	038 – Catering						
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
Need to cross reference the risk with the proposal to charge for Breakfast Clubs.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	046 – Budget Saving and/or efficiency – Breakfast Clubs (reduction in funding and introduction of charges for > 30 mins).				
Outline Summary					
The proposal is to reduce the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupil. The proposal is three fold as follows:					
i. The reduction in the base staffing levels from 3 to 2 with effect 1 st September 2016.					
ii. To support schools to introduce a £1 per day charge for the care element of the breakfast club provision, in respect of a child’s attendance at the club for more than 30 minutes. This charge is currently proposed to be introduced with effect on 1 st September 2016.					
iii. To remove funding for those settings providing breakfasts to less than 15 learners per day with effect from 1 st September 2016.					
The budget reduction will be achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	<p>The proposal whilst maintaining the provision of free breakfasts reduces the cost to the authority of running the clubs through a reduction in staffing levels and an introduction of a daily charge.</p> <ol style="list-style-type: none"> The policy will impact hardest on those learners from deprived families who while still having the provision of a free breakfast, the proposed associated charge for the provision of additional care may place a pressure on the families' budget. The proposal will not provide a service to all in the community as it is proposing a deminimus number of children taking breakfasts to qualify for the provision 	P	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	N
Developing the economy	<p>The proposal will have a negative impact on developing the economy as it will result in the reduction of up to 70 5 hour per week posts by the removal of funding for 1 of the staff currently employed in each setting.</p> <p>The introduction of the £1 per day care related charge may also impact on a family's ability to maximise their gainful employment.</p>	P	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	P

<p>Improving learner outcomes for all, minimising disadvantage</p>	<p>The Breakfast club provision was introduced a number of years ago with the expectation that the provision of breakfast clubs would have a positive impact on the education outcomes of learners on the basis that learners achieve better when they have eaten.</p> <p>Currently only 20% of primary learners across the authority are taking breakfasts (Jan 15 PLASC) and therefore the expectations are not fully being achieved.</p> <p>The proposal to remove the funding from the smaller settings will potentially have a negative impact on the outcomes of the learners in those schools.</p> <p>The majority of pupils will still have access to a free breakfast, whilst making the efficiency.</p> <p>The alternative would be to make a further £500,000 direction reduction in the schools delegated budget which would have a direct impact on learning outcomes</p>	<p>P</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element” of care for FSM pupils if required.</p> <p>Schools that do not receive funding for Breakfast clubs can if they choose use their delegated budget to make the provisions</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>	<p>P</p>
<p>Remodelling council services to respond to reduced funding</p>	<p>This proposal will reduce the available budget and therefore councils net spend by around £500k</p>	<p>G</p>			<p>G</p>

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	As the number of part time jobs will be reduced this proposal will have a negative impact on this area.	p	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	p
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	As the proposal will reduce the number of children that will have access to free breakfasts, this will have a slight negative impact on the overall wellbeing of the population of Powys	P	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	P
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal impact equally on those learners in a English or Welsh Language provision	N		Free Breakfast uptake Plasc Jan 15	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The service has not undertaken any analysis on the protected characteristics of the children accessing the free breakfasts.	I			I
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Once the proposals are in acted and embedded the clubs should be sustainable subject to the receipt of the parental contribution for the care element	P	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	N
Collaboration: <i>Working together with other partners to deliver.</i>	The proposal supports the opportunity for the community to develop a collaborative delivery system	N			N
Involvement: <i>Involving those with an interest and seeking their views.</i>	No discussion has been undertaken to date with the schools and service users	I	Undertake consultation with Schools within the consultation under the fair funding formula. Further discussions with individual parents and children will be required through parental evenings and discussions with school councils etc. this is required at an individual school level and be led by the school		N
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The withdrawal of some provision and the introduction of a charge will have a negative impact on the preventing poverty agenda due to the introduction of a charge.	P	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<ul style="list-style-type: none"> - Failure of schools to recover expected Income and putting additional pressure on the schools budget - Schools reviewing the provision and withdrawing the provision due to reduction in net budget - redundancy of staff - Reputational damage to the authority. - Potential loss of pupil out of county and impact on RSG and funding. - Impact on poverty levels - impact on attainment levels of children 	Medium	High	Medium

Does it have potential to impact on another service area?

No – but will have an impact on individual schools budgets and the change management processes.

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

N/A

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

8. Mitigating Actions

Action	Residual Risk
Full consultation with Head teachers and Governing bodies over the implementation and impact of the proposal.	Low
Delay the implementation of the proposal to the start of the 2016-17 school year to allow schools enough time to make the required staffing changes	Low
Consider actions to undertake proportionate analysis of the impact of the protected characteristic	Low
Situation regarding pupils requiring free school meals to be clarified	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Schools Fair funding formula, individual schools budgets and staffing reports etc.

10. Sign Off

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

Budget Saving	046 Removal of funding for breakfast clubs					
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Arwel Jones

1. Cabinet Observations

General Comments
Settings with 15 or less pupils to close – no greater than 200 pupils involved.
Pupils who access school via school bus aren't able to access the free breakfast clubs, even if they're entitled to free school meals.
Around 19% of pupils take up free school breakfasts.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Situation regarding pupils requiring free school meals to be clarified

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	051a – Budget Saving and/or efficiency – ALN proposals 2016-17				
Outline Summary					
The service as part of its 2015-16 MTFP process proposed and has commenced to implement a reconfiguration of the delivery of the ALN and SEN Services to the young people of Powys.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Some young people with ALN / SEN are some of the most vulnerable people in the authority and for many a successful learning outcome is providing them with the life skills to live fulfilled lives. This proposal and the changes that have already been enacted has the above goal at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
Developing the economy	N/A				

Improving learner outcomes for all, minimising disadvantage	This proposal and the changes that have already been enacted has the individual learner at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes, whilst maintaining or where possible enhancing the learner experience.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
Remodelling council services to respond to reduced funding	The proposal fully supports this priority	G		As Above	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	The proposal with the learner at the centre will allow the service to deliver a more learner focussed delivery methodology. Links have and are continuing to be developed with parent and third sector groups to scope the support to be provided within reducing budgets	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal is applied equally to Welsh Medium and English Medium learners. As the majority of support services are currently delivered through the English language, the developing learner centred approach will enhance the support to welsh Learners over time	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>	This proposal and the changes that have already been enacted has the individual learner at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes, whilst maintaining or where possible enhancing the learner experience.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N

Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	<p>The proposal is part of a long term strategy on the provision of support to learners with SEN / ALN.</p> <p>The developing learner focussed approach and the enhanced central team will allow the authority to develop a resilient provision network of support and advice to schools in respect to learners with ALN / SEN.</p> <p>It is also planned to provide the majority of the required support and advice in the learners locality, with only those children with exceptional needs being provided for in the authority's special schools</p>	F	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>School Organisation Proposals</p> <p>Individual projects</p> <p>Meeting notes</p>	N
Collaboration: <i>Working together with other partners to deliver.</i>	<p>Parent Groups and Health, Social Services and third sector partners are important in the development of the learner focussed approach to the successful delivery of this proposal.</p>	F	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	As above	N

<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>The senior manager leading the proposals has established a network of reference and consultative groups around the evolving ALN and SEN delivery strategy</p>	<p>G</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>	<p>The proposal will not prevent the need for additional support to learners, but will provide the authority a clear and focussed strategy for the successful delivery of support to learners on an integrated model of delivery</p>	<p>F</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i></p>	<p>The success of the proposal is dependent on the successful delivery of integrated services between both local authority, health and third sector providers.</p> <p>Discussions are ongoing over different delivery models for elements of the service</p>	<p>F</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>Some young people with ALN / SEN are some of the most vulnerable people in the authority and for many a successful learning outcome is providing them with the life skills to live fulfilled lives.</p> <p>This proposal and the changes that have already been enacted has the above goal at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes.</p>	<p>N</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>N</p>

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	As above	N	As above	As above	N
Corporate Parenting: Enabling our looked after children to fulfil their potential.	As above	N	As above	As above	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

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What is the risk associated with this Policy / Change Objective / Budget saving?			
Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Resistance from main stream schools to changing methodology of delivery of advice and support	Medium	Medium	Medium
Schools expectations of additional need requirements in reducing budget scenario.			
Resistance for parent and staffing groups on changing methodology of delivery of advice and support.			
Growing complexity of individual needs make efficiencies difficult to achieve			
Does it have potential to impact on another service area?			
To ensure the successful delivery of education and support to young people in Powys the proposal is dependent on multiservice working involving Schools, Schools Service, Social Services, Health and the third sector			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
As the programme of change started during the 2015-16 financial year, many of the proposed changes have / are being made on a graduated timetable. The high level of communication and consultation that has been undertaken on the proposals have allowed the service to take forward the changes through agreement with stakeholders.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	x

8. Mitigating Actions

Action	Residual Risk
To maintain the high level of communication and consultation that has been applied to the proposal to date.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Regular reports to the Schools Service Asset Management Team The School Services Accountability Framework Budget Papers

10. Sign Off

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

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Budget Saving	051a ALN					
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Chief Executive	Portfolio Holder Cllr Arwel Jones

1. Cabinet Observations

General Comments
A policy decision was previously made to re-integrate ALN pupils into mainstream education.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
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The integrated approach to support effective decision making



Service Area	Adult Social Care	Head of Service	Joy Garfitt	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	058 – Budget saving & Service Modernisation				
Outline Summary					
In the final budget setting process the in principle agreement was to ‘reconfigure day time activities for older people and withdraw from Council direct delivery and invest in new models of care’ of the day centres’. This decision has shaped further discussions and consultation with the community. This project is at concept stage.					

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

Version	Author	Job Title	Date
One	Sue Hughes	Senior Manager Adult Services	19 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Investigating new ways of connecting older people with their community	F	Full consultation and research conducted in a systematic manner	National research on Day centres and their contribution to individual and society	G
Developing the economy	Discussing opportunities for outsourcing either in part or full will mean benefits to local businesses – private or voluntary	F	Full consultation and research conducted in a systematic manner	Contracts/grants	F
Improving learner outcomes for all, minimising disadvantage	New opportunities could bring about new learning opportunities for older people	F	Greater collaboration amongst internal and external services concerning opportunities for elderly people.	National research	G
Remodelling council services to respond to reduced funding	Analysing existing practices and consideration of new models will respond to reduced funding	F	Improved understanding of cost of managing different models of services		F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Improved efficiency of resources may mean reduced internal workforce and new skills developed	I	Explore opportunities for greater external market involvement		I
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not Applicable	n/a			n/a
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Developing/improving the service to ensure the needs of the elderly will be understood and met	F	Greater collaboration and understanding amongst services.	Social Services and Wellbeing Act	G
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	The work relates to ensuring that the elderly currently within day centres are better connected to their communities	F	Greater collaboration and understanding amongst services	Social Services and Wellbeing Act	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Project aims to create parity in the County on level of service to those needing daytime activities	F		assessment of current service performance	F
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	Understanding the needs of clients in a consultation exercise would support better focusing of resources	F		Consultation exercise	F
<i>Treating the Welsh language no less favourable than the English language</i>	As above	F			F

<i>Opportunities to promote the Welsh language</i>	As above	F			F
<i>People are encouraged to do sport, art and recreation.</i>	As above	F			F
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	Understanding the needs of the elderly in the community through a consultation exercise would support better focusing of resources	F			F
<i>Disability</i>	Due regard will be given to this area	F			
<i>Gender reassignment</i>	In the consultation, appropriate consideration will be given to the protected characteristics which will allow us to make an informed judgement	I			
<i>Marriage or civil partnership</i>		I			
<i>Race</i>		I			
<i>Religion or belief</i>		I			
<i>Sex</i>	Due regard will be given to this area	F			
<i>Sexual Orientation</i>		I			
<i>Pregnancy and Maternity</i>	NA this proposal is concerning Older People.	I			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The change looks to the future to ensure that a wider range of people and needs can be met	F	Identify opportunities to draw down externally funds through third parties	Social Services and wellbeing Act	F
Collaboration: <i>Working together with other partners to deliver.</i>	The change is unable to be successful without the input of partners	F	Identify opportunities to draw down externally funds through third parties	Social Services and wellbeing Act	F
Involvement: <i>Involving those with an interest and seeking their views.</i>	The consultation that is needed with involve a wide number of stakeholders	F		Social Services and wellbeing Act	F

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Prevention: Putting resources into preventing problems occurring or getting worse.	The options for change will need to be cognisant of the prevention agenda	F		Social Services and wellbeing Act	F
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	The options will aim to improve the connection between elderly clients and the local economy and environment	F		Social Services and wellbeing Act	F
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No applicable				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	In any proposed change this will be a firm focus for the elderly	G		Social Services and wellbeing Act Complaints	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Existing clients do not want any changes in the services they get 2. Political deliverability	L	M	L
Does it have potential to impact on another service area?			
NO			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
None other than that already identified above

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
There is currently no impact on the client because the work is still involved in the examination phase (concept) and due to go out for consultation. There is a high risk however that existing clients do not want any change.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

8. Mitigating Actions

Action	Residual Risk
consultation	
Pilot introduced of alternative model	
Promote the recently developed delivery model to help support this change	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Depending on the changes proposed this will be determined at this point in time. The vehicles that exist for project management in the department will be utilised.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue Hughes		
Head of Service:	Joy Garfitt		
Strategic Director:	Amanda Lewis		
Portfolio Holder:	Cllr S Hayes		

Budget Saving	058 Reconfigure Day Time Opportunities for Older People					
Service Area	Adult Services	Head of Service	Joy Garfitt	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Stephen Hayes

1. Cabinet Observations

General Comments
Risk – Political deliverability – Local Members and staff have an attachment to buildings and don't want the change within their areas.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Promote the recently developed delivery model to help support this change

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Cyngor Sir Powys County Council
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Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	064 – Reduction in CYPP and YJB budget of 20%				
Outline Summary					
An overall proposed reduction in CYPP of 20% over the next three years. Impact will be to reduce the capacity of the service area to lead and facilitate multi agency transformational change, lead commissioning activity and reduce its ability to provide early intervention and preventative services resulting in higher cost intervention and risk. Consultation with Partner agencies will be required (via the CYPP) and consultation with Young People.					
In 2016/17 – the CYPP reduction will result in:					
<ul style="list-style-type: none">• Loss of one part time Youth Forum worker/Youth Participation Post (£16,000)• Loss of the NOVUS Project (£16,000)• Negotiating 10% reductions in service delivery contracts – Powys Carers (£29,000 – savings to adults), School Based and online Counselling for young people (£21,500), Childcare Business Support (£10,000), Powys Youth and Family Information Service (£10,000)					

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

Version	Author	Job Title	Date
Version 1	Shelley Davies	Senior Partnership Manager	20/11/15
Version 2	Shelley Davies	Senior Partnership Manager	01/02/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
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<p>Supporting people in the community to live fulfilled lives</p>	<p>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing. Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers.</p> <p><i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • Result in less direct work with school Councils and one less Youth Forum event in the year. The Council has a duty around Participation of Young people and ensuring their right to be heard is enabled. • Reduce capacity of counselling services for young people thus creating waiting lists. Could result in some young people having delayed access to counselling support. • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. • It will result in less funding for third sector services to support Carers 	<p>F</p>	<p>Identify alternative communication methods with School Councils</p> <p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>A project to re-commission the Carers support service in Powys and create a 'strategic partnership' with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • Powys Youth Forum Reports • School Council Reports • Estyn Inspections • NOVUS beneficiary reports • School Based Counselling contract Qtrly reports • <i>Carers Commissioning Strategy</i> • <i>Carers Service Qtrly contract monitoring reports</i> 	<p>F</p>
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<p>Developing the economy</p>	<p>A prime area affected by this cut will be the support for the childcare sector. Inability to support a thriving childcare sector may result in local people being unable to work. It will also impact on our ability to meet our statutory requirements under the Childcare Act 2010</p> <p><i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • Mean that childcare providers have reduced support universally, but we will maintain support for settings who are experiencing sustainability challenges. • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. 	<p>F</p>	<p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p>	<ul style="list-style-type: none"> • Childcare Sufficiency Assessment • Childcare Strategy • NOVUS Beneficiary reports • Careers Wales Destination data 	<p>F</p>
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<p>Improving learner outcomes for all, minimising disadvantage</p>	<p>Much of the Early Intervention and Prevention programme supports families to engage with services and support their child's learning and development. Several services also support children's own engagement in schools through helping them to manage their behaviour, building their confidence and improving their generally engagement with school. The work managed through the CYPP also helps to prevent and engage those young people who are not in education, employment or training.</p> <p><i>In 2016/17 the Savings will;</i></p> <ul style="list-style-type: none"> • Result in the need to introduce waiting lists for young people wishing to access counselling services • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. 	<p>F</p>	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<ul style="list-style-type: none"> • School Based Counselling Qtrly Contract reports • NOVUS beneficiary reports • YEPF reports • Teacher Centre DATA • Careers Wales destination Data 	<p>G</p>
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<p>Remodelling council services to respond to reduced funding</p>	<p>The CYPP has significant experience of multi-agency commissioning. The team has been leading the commissioning agenda and supporting other internal departments and other partners with their own commissioning priorities. Reducing the CYPP budget will impact on other parts of the council and limit some of the commissioning capability and capacity, and our capacity for leading transformational change.</p> <p>The 2016/17 savings will; Reduce the capacity of the participation team to ensure young people are effectively engaged in commissioning projects.</p>	<p>F</p>	<p>Provide guidance to service areas/commissioners so that they can proactively engage young people in commissioning and decision making processes directly without relying on the small Participation team</p> <p>Youth Forum to produce a report which sets out what is important to Young People in Powys. This will be a proactive communication to service providers and commissioners to supplement the current process of service areas approaching the PYF for consultation exercises.</p>		<p>G</p>
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training.	F	<p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the Communities for Work and Parents, Childcare and Employment (PaCE) projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<ul style="list-style-type: none"> • NOVUS beneficiary reports • YEPF reports • Teacher Centre DATA • Careers Wales destination Data 	G
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					

<p>A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.</p>	<p>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing. Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers. <i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • It will also reduce capacity of counselling services for young people thus creating small waiting lists. • It will result in less funding for third sector services to support Carers 	F	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>A project to re-commission the Carers support service in Powys and create a 'strategic partnership' with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • School Based Counselling contract Qtrly reports • <i>Carers Commissioning Strategy</i> • <i>Carers Service Qtrly contract monitoring reports</i> 	F
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>					
<p>A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>					
<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>					

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

<p>A more equal Wales: People can fulfil their potential no matter what their background or circumstances.</p>	<p>The services outlined for reduction in this proposal are targeted at young people and carers. While it known that many of the service users do have the protective characteristics outlined below, it is not know precisely how many across all the services.</p> <p>In terms of the Youth Forum we know that we have a very diverse group of young people who come together regularly to ensure young People have an effective and representative voice in Powys. Members of this group are given support/signposting to help them with any issues or challenges they are facing and staff are trained and upskilled in helping them to do this. Sexuality and gender identity are two key areas (evidence available).</p> <p>Young People using the School Based/online counselling service do have a range of protective characteristics and complex issues which have led to them accessing this service in the first place (evidence available). The same will apply to the Youth information service.</p> <p>It is not anticipated that the proposals will impact disproportionately on those with any of the protective characteristics, however we have limited evidence to support this.</p>	I	<p>We will ask service providers to monitor uptake of their services by those with protective characteristics and subsequently gather more evidence to monitor the impacts of our proposal.</p>		N
	Age				
	Disability				

Gender reassignment	Gender identity is a key issue for some young people accessing these services				
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation	A key issue for some young people accessing these services				
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Early Intervention and Prevention Services are intended to improve outcomes for Children and young People that will carry them through into adulthood and live safe, fulfilled lives.				
Collaboration: Working together with other partners to deliver.	A New Strategic Partnership with a third sector provider to delivery information, advice and support to Carers will be a new collaborative commissioning model for Powys	G	Savings will be mitigated through a partnership approach and developing/accessing community based support opportunities for Carers.	<ul style="list-style-type: none"> Carers Commissioning strategy Carers Service qtrly contract reports 	G
Involvement: Involving those with an interest and seeking their views.	<p>The 2016/17 savings will;</p> <ul style="list-style-type: none"> Result in less direct work with school Councils and one less Youth Forum event in the year. The Council has a duty around Participation of Young people and ensuring their right to be heard is enabled. Reduce the capacity of the participation team to ensure 	F	<p>Youth Forum to produce a report which sets out what is important to Young People in Powys. This will be a proactive communication to service providers and commissioners to supplement the current process of service areas approaching the PYF for consultation exercises.</p> <p>Provide guidance to service areas/commissioners so that they can</p>	<ul style="list-style-type: none"> PYF reports Commissioning Strategies School Council reports Estyn Reports 	G

	young people are effectively engaged in commissioning projects.		proactively engage young people in commissioning and decision making processes directly without relying on the small Participation team		
<p>Prevention: Putting resources into preventing problems occurring or getting worse.</p>	<p>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing. Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers.</p> <p>In 2016/17 the proposed savings will;</p> <ul style="list-style-type: none"> • It will also reduce capacity of counselling services for young people thus creating small waiting lists. • It will result in less funding for third sector services to support Carers 	F	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>A project to re-commission the Carers support service in Powys and create a 'strategic partnership' with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • School Based Counselling contract Qtrly reports • Carers Commissioning Strategy • Carers Service Qtrly contract monitoring reports 	F
<p>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</p>					
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>Closure of the NOVUS project which was a European funded project to support individuals back in to work and training.</p>	F	<p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the</p>	<ul style="list-style-type: none"> • NOVUS beneficiary reports • YEPF reports • Teacher Centre 	-G

			<p>Communities for Work and Parents, Childcare and Employment (PaCE) projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<p>DATA</p> <ul style="list-style-type: none"> Careers Wales destination Data 	
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>					
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>					

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Carers unable to maintain their caring role 2. Young Peoples engagement and participation in decision making and planning is reduced 3. Childcare Businesses are unable to sustain themselves and close 4. Young People unable to access School Based Counselling when needed	High	Medium	Medium
Does it have potential to impact on another service area?			
Schools – if young people are not supported to have good mental Health and Wellbeing they will not be able to engage effectively with their education			
Adults and Children's Social Care – If carers are unable to maintain their caring roles they may require more costly package of support for the cared for, and potentially for themselves if their own health and wellbeing is not promoted.			
Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?			
What additional evidence and data has informed the development of your proposal?			

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The reduction in funding in the areas outlined above will impact on service users, particularly Young People needing Counselling and Carers. Failure to support these two groups may mean that the Council is unable to meet its statutory responsibilities and may in future incur higher level costs should their needs not be identified and met at an early stage. However, through exploring efficiency and new models of service delivery we can continue to meet the needs of these two particular groups. However careful monitoring will be required to ensure that needs are met and that demand does not outstrip the supply of services.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Commissioning a new Strategic Partnership to secure community based support services for Carers	Low
Monitoring Waiting lists for young people wanting to access School Based Counselling	Medium

9. On-going monitoring arrangements?

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

Monitoring of commissioned services takes place on a quarterly basis so key data will be gathered and monitored overtime through this process.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	064 – Reduction in CYPP and YJB budget of 20%					
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
Re-commissioning of Carers service (reduction in third party spend). There will be some changes to direct service delivery.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	065 – Bannau / Camlas residential / respite unit – a strategic review required to identify alternative model / outsource / efficiencies.				
Outline Summary					
Bannau and Camlas staff Team is currently made up of a significant number of 22hr posts. There is a high turnover of staff as people seek to move on to full time positions, resulting in the use of high cost agency staff and High recruitment and training costs. By restructuring the staff Team and increasing the number of full time and casual staff employed, we will reduce the overall costs of agency staff and advertising by £234,000 in 2016/17.					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	17.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Bannau/Camlas are an integral part of the Services that are provided to Families who have a Disabled Child. This can be through the provision of Short Breaks/Respite which allows parents to continue with their caring role. When a child lives at Bannau, this prevents the needs for them to be accommodated in another high cost provision, which would be outside of Powys and away from the community in which they usually live.	F	By restructuring the staffing we would provide a more consistent, knowledgeable and well trained workforce. This would also lead to Bannau and Camlas meeting Regulatory requirements regarding the number of permanent staff employed and Training requirements.	a) Inspection Reports b) Statement of Purpose	F
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				

Remodelling council services to respond to reduced funding	The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.	G	The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.	a) Inspection Reports b) Statement of Purpose	N
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Current 22hr contracts for staff can impact on individuals being able to claim welfare benefits such as Income Support. This leads to a high turnover of staff, as they leave to seek full time positions, and a skills drain, losing staff who have undergone on the job specialist training. Changes will result in a lower turnover of staff, and staff who develop their skills in working with Disabled Children.	F	Additional Casual Posts will be recruited to creating further flexible job opportunities, and lessen the reliance on high cost agency staff.	a) Inspection Reports b) Statement of Purpose	F
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	All information is available in Welsh and any child who wished to use Welsh as their preferred language of communication would be given the opportunity to do this.	N	Bannau and Camlas need to ensure they have access to staff who can communicate in Welsh and this will need to form part of its Business plan. Permanent Staff wishing to access Welsh Language training should be provided with an opportunity to do so.	a) Team Business Plan b) Training Needs Analysis	N
<i>Treating the Welsh language no less favourable than the English language</i>	As above	N	As above	As above	N
<i>Opportunities to promote the Welsh language</i>	As above	N	As above	As above	N
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Care profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed changes will not impact upon this.	N	The Social Care profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed changes will not impact upon this.	Social Care Code of Conduct	N

<i>Age</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of age, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Disability</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Disability, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Gender reassignment</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of any gender reassignment, no change as a result of proposals.	N	As above		N
<i>Marriage or civil partnership</i>	N/A				
<i>Race</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Race, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Religion or belief</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of religious belief, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Sex</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sex, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Sexual Orientation</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sexual orientation, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Pregnancy and Maternity</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of pregnancy, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	Staff at Bannau and Camlas have in most recent inspections, been noted for the quality of the interactions between the young people and themselves. This positive interaction and knowledge in terms of communication enables the Young People in their care to fulfil their potential. The proposed changes will only serve to strengthen the above.	G	A lower turnover of staff will allow knowledge from attendance at training to remain within the Unit.	a) Staff training records b) Inspection Reports c) Corporate Parenting Reports	G
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Unable to recruit to full time or casual positions, resulting in the need to continue to use Agency staff; 2. Ability to cover staffing rota with number of full time and casual staff employed.	High	Low	Medium
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Overall the suggested changes will enable Bannau and Camlas to meet Regulatory Requirements regarding numbers of permanent staff and staff with required qualifications. In addition to this it will contribute to many of the Council's Change Objective priorities as highlighted above.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	√

8. Mitigating Actions

Action	Residual Risk
Plan out number of full time and casual posts required to effectively cover the staff rota	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<ul style="list-style-type: none"> a) Corporate Parenting Reporting b) CSSIW Inspection c) Monthly visits by the Responsible Individual d) Staff Supervision e) Budget Monitoring

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		18.11.15
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

Budget Saving	065 – Bannau / Camlas residential / respite unit – a strategic review required to identify alternative model / outsource / efficiencies.						
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder	Cllr Graham Brown

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	069 – Deletion of Psychologist and Family Group Conferencing services				
Outline Summary					
Family Group Conferencing currently employs 1.62 FTE members of staff who deliver this service across the Department. The proposal would see the deletion of these posts and staff within the Locality Teams receiving training to deliver the service at a local level.					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	17.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Family Group Conferencing is one model used that empowers families to take control of and make decisions in respect of their lives, to manage risks and to meet identified needs, without on-going Statutory intervention. Family Group Conferencing is also an Early Intervention approach which prevents escalation of need to high cost services.	F	The removal of the Family Group Conferencing Service would be seen to have a detrimental impact in ensuring that people are supported in the community to live fulfilled lives. To mitigate against this, staff members based in the wider Teams will be upskilled, resulting in more staff available to provide the service for less money.	a) Research Evidence regarding the role of and effectiveness of Family Group Conferences.	F
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	In line with the Council Priority, Children's Services propose to re-model how Family Group Conferences are delivered, as they are recognised as playing a key role in delivering an Early Intervention and Prevention Agenda.	G	Given the key role of Family Group Conferencing in delivering Children's Services Early Intervention and Prevention Agenda, the removal would have a detrimental impact. To mitigate against this the plan is to upskill some existing members of staff, who are based within the locality teams, to provide the service going forward.	a) Research Evidence b) Performance Management Figures	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	By working to an Early Intervention and Prevention model the need to remove children from their birth families and place them into foster care is reduced enabling the protection of Culture, heritage and the Welsh Language. The removal of the Family Group Conferencing Service could impact on this approach.	F	It is recognised that Family Group Conferences need to form part of the Early intervention agenda and therefore staff members in Locality based Teams will be trained to provide this service in the future.	We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.	F

<i>Opportunities for persons to use the Welsh language</i>	All Information is available through the medium of Welsh and the Family Group Conference should be offered to the Family through the medium of Welsh when this is the preferred Language. The proposed changes would potentially enhance this as Welsh speaking staff were trained to facilitate the family meeting.	G	In order to actively contribute to this goal, priority will be given to training staff who will be able to facilitate the Family Group Conference through the Welsh Language.	As above	G
<i>Treating the Welsh language no less favourable than the English language</i>	As above	G	As above	As above	G
<i>Opportunities to promote the Welsh language</i>	As above	G	As above	As above	G
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	N	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	Social Work Code of Practice	N
<i>Age</i>	Families will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this.	N	By training staff based within locality Teams, this will provide families with more choice regarding the person who facilitates the Family Group Conference, and can take into account any requests based on equality reasons.	Social Work Code of Practice	N
<i>Disability</i>	Families will not be disadvantaged on the basis of Disability - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Gender reassignment</i>	Families will not be disadvantaged on the basis of their Gender Reassignment - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N

<i>Marriage or civil partnership</i>	Families will not be disadvantaged on the basis of Marital Status - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Race</i>	Families will not be disadvantaged on the basis of Race - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Religion or belief</i>	Families will not be disadvantaged on the basis of Religion or Beliefs - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Sex</i>	Families will not be disadvantaged on the basis of Sex - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Sexual Orientation</i>	Families will not be disadvantaged on the basis of Sexual Orientation - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Pregnancy and Maternity</i>	Families will not be disadvantaged on the basis of a pregnancy - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					

Long Term: <i>Balancing short term need with long term and planning for the future.</i>	There is an on-going need to work to an Early Intervention and Prevention Model in line with the requirements of the Social Services and Well Being Act 2016 and the Family Group Conference plays a key role in the model. However, for this to be sustainable into the future we need to be able to deliver the Service at a reduced cost to the Department.	F	In order to contribute to the Council's goal, whilst ensuring Children's Services are able to deliver the duties placed on it by the new Act, we are proposing to re-design the way we provide the service into the future.	a) Social Services and Well Being Act 2016 b) Performance Management Information	F
Collaboration: <i>Working together with other partners to deliver.</i>	N/A				
Involvement: <i>Involving those with an interest and seeking their views.</i>	N/A				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	Family Group Conferencing is a key contributor to Children's Services achieving the Council's goal in this area. By working with the family to identify family based solutions, prevents problems getting worse and requiring high cost interventions from Children's Services and other key partner agencies.	F	The proposed approach would see an increase in the numbers of staff who are able to Facilitate a Family Group Conference, which will enable the Department to provide a timely intervention preventing problems from getting worse.	a) Research Evidence b) Performance Management Figures	G
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Family Group Conference plays key role in the Safeguarding of Children and Young People who are living at home with their family.	G	The proposed changes to the way the service is delivered will see an increase in the number of Staff Members who are trained and able to facilitate Family Group Conferences.	a) Research Evidence b) Performance Management Figures	N

Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
That staff who are trained to Facilitate Family Group Conferences are not available due to competing work demands.	Medium	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Family Group Conferences play a key role in the Early Intervention and Prevention model of Intervention that prevents needs from escalating and requiring input from high cost interventions. This Services enables families to identify how they can manage risks and meet identified needs. The Service is a Non Statutory Service.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	√
	Medium Risk
	Low Risk

8. Mitigating Actions

Action	Residual Risk
To Train staff who are part of the Locality Teams to ensure they have the knowledge and skills to facilitate Family Group Conferences.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Review of Performance Management and Safeguarding information.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

Budget Saving	069 Deletion of Psychologist and Family Group Conferencing services					
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
Savings will now accrue £54k in 2016/17 and £43k in 2017/18.
We are in liaison with PtHB as to how this could be delivered in a different way.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	094 – Reduce photocopying budget				
Outline Summary					
Reduce Members photocopying budget from £40k					

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Contribute to savings	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Cabinet and Members have been consulted through the budget workshop process			Cabinet report and workshop documentation	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Member non-compliance	Medium	High	Medium
Does it have potential to impact on another service area?			
Reprographics			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Members' contribution toward budget savings			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

Mitigating Actions

Action	Residual Risk
Member training on use of ModernGov including how to make notes electronically on documents	
Encourage Chairmen to use computer or be aware that Members using computers can't move through minutes, etc. as quickly as those Members using paper	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly budget reports, number of cartridges requested for home use.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Phil Pritchard		

Budget Saving	094 Reduce photocopying budget					
Service Area	Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
It may be difficult to encourage Members to move away from a paper-based approach.
Work has already begun on this. We are aiming to encourage as many members as possible to use their laptops.
Risk: - 'Member non-compliance'.
Should we be restricting Members ability to copy at home – we are monitoring the number of cartridges requested for home use.
Ongoing monitoring arrangements – number of cartridges requested for home use.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Member training on use of ModernGov including how to make notes electronically on documents
Encourage Chairmen to use computer or be aware that Members using computers can't move through minutes, etc. as quickly as those Members using paper

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving		108 – Business Support Service Delivery Review (Internal) £128k			
Outline Summary					
Review existing Business Support service delivery model to ensure future delivery models/ways of working will meet all customer needs and expectations and current business support back office functions are delivered efficiently, effectively and professionally. Review will also ensure business support is flexible to service/customer requirements and has potential to develop well performing functions into a commercially viable framework.					

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

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Leads – Business Support	23/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
<i>Remodelling council services to respond to reduced funding</i>	Review current service delivery model and ways of working to meet all customer needs and expectations and realise efficiencies	F	Ensure current business support back office functions are delivered efficiently, effectively and professionally	Customer Service Feedback BPR/review of end to end processes	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Improve collaboration with internal and external partners	F	Potential to review end to end processes (Business Support and Service Area) Potential to develop well performing functions into a commercially viable framework		G
Involvement: Involving those with an interest and seeking their views.	Talk and listen to customers and partners to ensure Business support is flexible to service/customer requirements	F		Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Explore potential for integration of some back office functions with partners/stakeholders	F			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

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Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Review will need to consider support and statutory requirements of Safeguarding Team i.e. All Wales Child Protection Procedures etc.	N/F			
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers, historic behaviours and culture, resulting in failure to deliver efficient and effective support service and achieve savings	Low/Medium	Medium/High	Medium
Does it have potential to impact on another service area?			
All service areas, employees and customers			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Review existing Business Support service delivery model to ensure future delivery models/ways of working will meet all customer needs and expectations and current business support back office functions are delivered efficiently, effectively and professionally. Review will also ensure business support is flexible to service/customer requirements and has potential to develop well performing functions into a commercially viable framework.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk

8. Mitigating Actions	Residual Risk
Full-engagement of Service Areas/Customers and sign up to Council's new operating principles and values	Low Risk

9. On-going monitoring arrangements?

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

Service/Directorate Management Team Meetings, Customer Satisfaction PI, Partnership Agreement Review meetings

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies / Graham Evans		23/10/15
Head of Service:	Mark Evans		23/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

Budget Saving	108 Business Support Service Delivery Review					
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
£3.5m over next 3 years to be removed from Resources. Medium risk as it needs to be undertaken in an approach which doesn't affect front line services. Questions raised around do services want business support placed back within the services.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving		109 – Purchase to Pay £75k			
Outline Summary					
To review all current purchase and payment systems and end-to-end processes that are used across the Council in order to make improvements and create a simple value for money efficient process in line with customer demand.					

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

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Lead – Business Support	23/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Review current purchase and payment systems and processes in order to make improvements and efficiencies	F	Ensure end to end processes create a simple value for money efficient process in line with customer demand	Data analysis Customer Feedback BPR/review of end to end processes Project documentation	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Reduce payment times of invoices for suppliers through improved process (i.e. NPNP) and promotion of use of purchase cards	F		Data analysis	

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Work with suppliers and service areas to ensure compliance with No PO, No Pay Policy, increased use of Purchase Cards and invoice rationalisation	F	Further roll-out/compliance with options implemented to date and implementation of further options within options appraisal, including establishment of PO Box address to receive all invoices to PCC, self-billing etc.	Data analysis Project documentation	G
Involvement: Involving those with an interest and seeking their views.	Work with internal and external stakeholders to increase awareness and ensure compliance	F		Data analysis Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Ensure simple value for money efficient process in line with customer demand in order to secure Powys position prior to any integration discussions	F			

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers/suppliers resulting in failure to deliver efficient and effective purchase to pay process and achieve savings	Low/Medium	Medium/High	Medium
Does it have potential to impact on another service area?			
All service areas, customers and suppliers			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
To review all current purchase and payment systems and end-to-end processes that are used across the Council and fully implement options to make improvements and create a simple value for money efficient process in line with customer demand.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk

8. Mitigating Actions

Action	Residual Risk
Full-engagement and compliance of Service Areas/Customers/Suppliers	Low Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Purchase to Pay Working Group / Project Board, data analysis, Supplier feedback

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies		23/10/15
Head of Service:	Mark Evans		23/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

Budget Saving	109 Purchase to Pay					
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
This work will provide the benefit to pay more quickly by removing unnecessary steps. There is good confidence around delivery and how we'll work with suppliers.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
18 th December 2015

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	111 – Employment Services Delivery Review (Internal) £75k				
Outline Summary					
Review current Employment Services Delivery Model by identifying customer needs and expectations, which will ensure that the future service delivery is efficient, effective and professional. The Delivery Review will also ensure that Employment Services can readily adapt to both service and customer requirements whilst also have the capability for a commercially viable framework for income generation.					

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

Version	Author	Job Title	Date
V1	Graham Evans	Professional Lead – Employment Services	29/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Review current service delivery model and ways of working to meet all customer needs and expectations and realise efficiencies	F	Ensure current Employment Services functions are delivered efficiently, effectively and professionally	Customer Service Feedback BPR/review of end to end processes	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Improve collaboration with internal and external partners	F	Potential to review and redesign end to end processes Potential to develop well performing functions into a commercially viable framework		G
Involvement: Involving those with an interest and seeking their views.	Have open and honest conversations with customers and partners to ensure Employment Services is flexible to service/customer requirements	F		Individual meetings Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers, system ICT capabilities, historic behaviours and culture, resulting in failure to deliver efficient and effective adaptable processes and achieve savings	Low/Medium	Medium	Medium
Does it have potential to impact on another service area?			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Review current Employment Services Delivery Model by identifying customer needs and expectations, which will ensure that the future service delivery is efficient, effective and professional. The Delivery Review will also ensure that Employment Services can readily adapt to both service and customer requirements whilst also have the capability for a commercially viable framework for income generation.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk

8. Mitigating Actions

Action	Residual Risk
Full-engagement of Service Areas/Customers and sign up to Council's new operating principles and values	Low

9. On-going monitoring arrangements?

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

Service/Directorate Management Team Meetings, Customer Satisfaction PI, Service Level/Partnership Agreement Review meetings

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Graham Evans		30/10/2015
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

Budget Saving	111 Employment Services Delivery Review					
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
£75k saving as an initial part of delivery of a total of £3.5m savings within the Resources Directorate. Delivering services in a more efficient way. Possibility for collaboration with partners of services such as recruitment.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Customer Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving		115 – Customer Service Review - £69k			
Outline Summary					
The Customer Services review will understand current service delivery as well as make recommendations for improvement. The review will utilise metrics to understand demands placed on Customer Services, improving customer contacts through process and systems.					

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

Version	Author	Job Title	Date
Version 1	Kelly Watts	Customer Services Manager	15 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The review will ensure that we have the appropriately trained staff aligned to high volume calls (i.e. Social Services)	F	Better understanding of our high volume call areas and first point of contact resolution	Data analysis regarding Demand types Call volume data	G
Developing the economy	Looking at ways in which to contact our customers through the Internet	F	Review current contact and ways in which Customers contact the Council	Decrease in call volume data	G
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Reducing failure demands and our processes	F	The review will highlight high volumes areas of failure demand Customer Services can work closely with services to reduce this	Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Connecting to the customers through telephony, Internet and face to face.	F	Improving links with our internal services to ensure first point of contact resolution is achieved for our customers	Customer Satisfaction Survey.	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Maintaining current level of service by providing information in Welsh. Providing a Welsh language communication Line	N	Maintain current level; Welsh line is promoted though IVR, Internet available in Welsh	Data on volumes of number of a calls received to Welsh Line; Number of hits to Welsh Pages	F
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

Opportunities to promote the Welsh language					
People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service for all Customers of Powys County Council	N	Highly dependent on Customer Service review data will highlight areas where we will focus our resources in the right way	Data on demand, call volumes Consultations	N
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Changes to demographics may have impact long term on the Service as call volumes to areas such as Social Care may increase	U	Utilisation of new technology. Utilising call volume data to ensure have the right resource, at the right time, for first point resolution	Data on call volumes	U
Collaboration: Working together with other partners to deliver.	Improve collaboration with Internal Partners	F	Links to - Income and Awards Review	Customer Satisfaction Survey. Regular internal stakeholder meetings	G

Involvement: <i>Involving those with an interest and seeking their views.</i>	Working with our internal services	F	Engage and work with our internal services to review their end to end processes, which will in turn decrease call volumes. Awareness of changes to service delivery that may impact on equalities	Customer Satisfaction Survey. End to End times.	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	By undertaking the review we will have a better understanding of call demands	N	Engage and work with our internal services to review their end to end processes, which will in turn decrease call volumes. Utilisation of new technology. Utilising call volume data to ensure have the right resource, at the right time, for first point resolution	Reduction in call backs	F
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	Providing a fit for purpose first point of contact for our customers	F	Engage and work with our internal services to ensure Customer Services provide the “right information at first point of contact”	Customer Satisfaction Survey. Decrease in call volumes.	G
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	Customer Services provides first point of contact for Social Services.	F	Engage and work with our internal service to ensure we provide the “right information at first point of contact” or transfer to skilled individual	Meet with Service to ensure Service expectations are met	G
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Engagement of service areas – Service areas not engaged in project may mean that savings cannot be achieved. Any changes within Services may have impact on Customer Services (call volumes may increase i.e. 3 weekly bin collections) Resource to undertake implementation Skilled individuals lost due to other service changes (JVC & I & A Re-design)	HIGH	MEDIUM	MEDIUM

Does it have potential to impact on another service area?

All Services delivered by Customer Services

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

1. Customer Services – Scoping Document
2. Customer Services - Project Review

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Customer Service Review has identified opportunities for improvement that will contribute to the budget savings required. Customer Services as a support service can only achieve this by engaging and working closely with other internal services to reduce call demands; and whenever possible resolving calls at first point of contact. Within Customer Services we will need to use our current metrics to ensure we are able to utilise our resources in the most effective way ensuring we have the right resources aligned to the high volume demands.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	MEDIUM
Medium Risk	Low Risk

8. Mitigating Actions

Action	Residual Risk
Closer working relationship with services (understanding of demands and subsequent impact on Customer Services)	Medium
Ensure the right resources aligned to high volume call areas (through a training needs analysis)	Low

9. On-going monitoring arrangements?

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

Project Governance, Risk Register

Monitoring of

- call volume data
- Call abandonment rates
- First point of resolution achieved
- Views of our Customers
- Monitoring of complaints
- Service Area communication
- Increase in web hits

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Kelly Watts		20/10/15
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Darren Mayor		

Budget Saving	115 Customer Service Review					
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
Undertake a review of Customer Services (the work is well underway). Looking at how we can interact with customers just once to remove costs (failure demand).

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Low Risk SIIAs

- 009 – Workshops / Industrial Units (Regeneration, Property & Commissioning)
- 020 – Trade Waste (Highways, Transport & Recycling)
- 021 - Parking (Highways, Transport & Recycling)
- 022 – Enforcement (Highways, Transport & Recycling)
- 025 – Fleet / Transport (Highways, Transport & Recycling)
- 026 – Increased Design team fee recovery (Highways, Transport & Recycling)
- 027 – Round Review (Highways, Transport & Recycling)
- 029 – Highway Service reductions (Highways, Transport & Recycling)
- 031 – Logistics Review (Highways, Transport & Recycling)
- 032 – Waste Service reduction (Highways, Transport & Recycling)
- 035 – Countryside & Outdoor Recreation (Leisure & Recreation)
- 037a – Cleaning: Devolvement of school based staff to schools (Leisure & Recreation)
- 037b – Cleaning: Expansion of external contracts (Leisure & Recreation)
- 041 – Reduce funding support for Theatre provision (Leisure & Recreation)
- 043 – Museums (Leisure & Recreation)
- 048 – Decommissioning of EMS (Schools Service)
- 049a – Small school closures (Whitton) (Schools Service)
- 052 – Reduction of centrally retained schools repairs and maintenance budget (Schools Service)
- 055a – Establish an internal supply insurance pool (Schools Service)
- 056 – Implement a change to appointment and payment of school supply and agency staff (Schools Service)
- 062 – Travel Expenses (Children's Services)
- 063 – Introduce charges for training provision (Children's Services)
- 066 – Regional Adoption Service (Children's Services)
- 070 – Remove support posts x 4 (Children's Services)
- 076 – Restructure legal team (Legal)
- 077 – Miscellaneous savings (Legal)
- 078 – Increase legal fees (Legal)
- 079-080 – Misc. savings & Explore increasing recharge costs (Legal)
- 081 – Introduce a charge of £20 for each individual register (Legal)

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- 082 – Introduce charging £20 for credit confirmation (Legal)
- 083 – Recover full cost of clerical costs running town and Community Council elections (Legal)
- 084 – Additional annual income identified by PWC (Legal)
- 085 – Additional annual income not identified by PWC (Legal)
- 086 – Increase postage & admin fee (Legal)
- 087 – Restrict statutory weddings (Legal)
- 088 – Increase a full cost recovery Wedding fee (Legal)
- 089 – Increase fee for using the Chambers for weddings (Legal)
- 090 – Introduce fees for weddings in larger decommissioned rooms (Legal)
- 091 – Eradicate losses for providing services in outlying registrars' offices (Legal)
- 092 – Misc. savings from various budget lines (Legal)
- 093 – Reduce catering budget (Legal)
- 095 – Reduce travel expenses (Legal)
- 096 – Reduce Professional Subscription (Legal)
- 099 – Review of Executive (Chief Executive and Member Services)
- 100 – Reduction in allowance for Council chair and Shire chairs (Chief Executive and Member Services)
- 102 – Removal of Communications staff from Emergency Rota (Chief Executive and Member Services)
- 105 – Reduction in events (Chief Executive and Member Services)
- 106 – Stopping lease car (Chief Executive and Member Services)
- 107e – Income Saving from PWC Review (Income & Awards) (Resources)
- 110&112 – Progression of e-mail correspondence (Resources)
- 113 – Service Re-design (Resources)
- 114 – Staff Vacancies (Resources)
- 117 – Redesign of Internal Audit Service (Resources)
- 118 – Redesign of insurance administration service (Resources)
- 119 – Reduction of Professional Services (Resources)
- 121 & 140 – Replacement telephony (Resources)
- 122 – Web filtering system changes (Resources)
- 123 – Re-commissioning management of ICT stock (Resources)
- 124 – Remove PSBA circuits (Resources)
- 125 – Contract review IG (Resources)

- 129 – Capital Finance Review (Corporate)
- 130 – Removal of Pensioner Grant (Corporate)
- 131 – Budget Reductions across Central Areas (Corporate)
- 132 – PWC identified income (Waste & Recycling) (Highways, Transport & Recycling)
- 133 – PWC identified income – Brecon Market (Highways, Transport & Recycling)
- 135 – PWC identified income – Display Energy Certificates (Regeneration, Property & Commissioning)
- 136 – PWC identified income – Assets (Regeneration, Property & Commissioning)
- 137 – PWC identified income – Trade DBS (Resources)
- 138 – PWC identified income – Pass on DBS charges to Schools (Resources)
- 139 – PWC Income – Training (Resources)
- 141 – PWC identified income – Advertising and Sponsorship (Corporate)
- 142 – PWC identified income – Official searches (Chief Executive and Member Services)
- 143 – PWC identified income – Cashless system (Resources)
- 144 – PWC identified income – Schools Income (Schools)

Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	009 – Workshops/industrial units				
Outline Summary					
Workshops/industrial units - Review of the workshop portfolios being undertaken with the aim to run the workshops as a commercial portfolio and produce an income for the Authority. The review of workshop sites, budgets, charges, rents and building condition will begin now to modernise the way the portfolio operates. The lease agreements in place vary and changes cannot be implemented immediately across the county. The workshop budget is currently in a deficit position and initial changes will only assist in bringing the budget back to a balanced position, however, within three years a surplus is estimated. A prudent estimate of £35k is included for 16/17 but further work during 2015/16 will review this.					
A cabinet decision to implement this was made previously, and this ongoing work will realise further savings in 2016/17.					

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

Version	Author	Job Title	Date
1	Richard Williams	Valuer	10 th December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	Rents have been raised in line with market rates	N			
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Work has been undertaken to turn around the workshops portfolio which was previously making a loss. This has resulted in a small surplus which will contribute to the Council's reduced funding.	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The review being undertaken aims to run the workshops as a commercial portfolio and produce an income for the Authority. The review of workshop sites, budgets, charges, rents and building condition will begin now to modernise the way the portfolio operates.	F		Cabinet Report	
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Having a vibrant workshop estate contributes particularly to start-ups.	F		Cabinet Report	
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English</i>	n/a				

<i>language</i>					
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				
<i>Marriage or civil partnership</i>	n/a				
<i>Race</i>	n/a				
<i>Religion or belief</i>	n/a				
<i>Sex</i>	n/a				
<i>Sexual Orientation</i>	n/a				
<i>Pregnancy and Maternity</i>	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The review being undertaken aims to run the workshops as a commercial portfolio and produce an income for the Authority. The review of workshop sites, budgets, charges, rents and building condition will begin now to modernise the way the portfolio operates.	F		Cabinet Report	
Collaboration: <i>Working together with other partners to deliver.</i>	n/a				
Involvement: <i>Involving those with an interest and seeking their views.</i>	n/a				

Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Failure to achieve the desired income levels	Low	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
A cabinet decision to implement this was made previously, and this ongoing work will realise further savings in 2016/17.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Forecasting budgets and monitoring rental income.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Richard Williams		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:			

Budget Saving	009 – Workshops/industrial units						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	

1. Cabinet Observations

General Comments
Having a vibrant workshop estate contributes particularly to start-ups.
There is a risk of not receiving the income.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	020 – Trade Waste – Implementation of Trade Waste Strategy				
Outline Summary					
Overview of Waste, Refuse & Recycling service to maximise efficiency of delivery. Implement pricing structure to ensure full cost recovery and increased enforcement of business responsibilities regarding their Trade Waste. Charge all internal customers the same as all traders to ensure responsibility lies with the waste producer.					

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

Version	Author	Job Title	Date
1.1	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Ensuring full cost recovery of delivering service and achieving additional income through expanding and promoting the service.	F		Accounts; Benchmarking costs of other trade waste providers.	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Through diverting trade waste from residual to recycling	F		Recycling levels; Weighbridge Tickets.	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Through diverting trade waste from residual to recycling	F		Recycling levels; Weighbridge Tickets.	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	All promotional materials will be available in Welsh as well as English	F			
<i>Treating the Welsh language no less favourable than the English language</i>	All promotional materials will be available in Welsh as well as English	F			
<i>Opportunities to promote the Welsh language</i>	All promotional materials will be available in Welsh as well as English	F			
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Increasing sustainability of the service provided	F		Trade Waste Strategy; Reduced costs; Increased recycling levels.	
Collaboration: Working together with other partners to deliver.	Working with voluntary sector / Cae Post	F		Contractual arrangements.	
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

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Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Loss of customers; 2. Insufficient capacity to provide service.	Low	Low	Low
Does it have potential to impact on another service area?			
All internal customers including Schools, Depots, Offices, Youth Centres			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of these measures will provide an equitable service across all businesses and organisations, allowing them to maximise the recycling of their waste, resulting in less impact on the environment. By ensuring that Traders fulfil their legal responsibilities regarding their waste, the burden on Council budgets will be reduced.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Effective publicity to ensure all traders are aware of their responsibilities, and the services available.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Number of customers, residual waste and recycling, tonnages collected.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		27/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	021 – Parking – introduce permit charging on all Council owned parking areas where parking is currently free				
Outline Summary					
Introduce charges into 11 car parks that have been identified as being suitable to introduce control through implementing charging. It is proposed to introduce pay and display machines into the car parks that are mainly used by visitors or a general mix of visitors and residents. Where the primary use is made by local residents it is proposed to create these as residents permit only car parks.					

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

Version	Author	Job Title	Date
1.1	Shaun James	Senior Manager Highways Technical	27/10/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	This proposal will increase income	F		Cabinet Report C153a-2015	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Residents in the community will have to pay for their parking, as well as customers to local business, and the owners of those businesses	P	Charges are in-line with other parking charges throughout the authority.	Cabinet Report C153a-2015	P
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	People on lower incomes will have to pay the same level of parking charges as those people on higher incomes. Although this isn't considered to disproportionately affect the vulnerable or disadvantaged	N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	Formal consultation will follow Powys policy on the use of the Welsh language.	N			
<i>Treating the Welsh language no less favourable than the English language</i>	Formal consultation will follow Powys policy on the use of the Welsh language.	N			
<i>Opportunities to promote the Welsh language</i>	Formal consultation will follow Powys policy on the use of the Welsh language.	N			
<i>People are encouraged to do sport, art and recreation.</i>	n/a				

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A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>	Disabled residents will not be treated differently to any other disabled residents in Powys who already have parking permits or access to Pay & Display.	N			
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Capital investment will be required in maintenance of the car parks	I			
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Formal consultation with stakeholders in accordance with legal proceedings	I			
Prevention: Putting resources into preventing problems occurring or getting worse.	Formal consultation with stakeholders in accordance with legal proceedings	I			

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Failure to achieve savings in the time available	Low	Low	Low
Does it have potential to impact on another service area?			
Other services having to pay for parking on business visits			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Introducing new car parking fees will invariably impact upon the surrounding community and users of the facility, however further consistency of charging for parking across the authority will result.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Income from permits and car parking machines, as well as enforcement penalties.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Shaun James		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Budget Saving	021 Parking - Review of car park charges						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt

1. Cabinet Observations

General Comments
This initiative has already been approved by Cabinet but savings have been identified for 2016/17.
Risk is 'Failure to achieve savings in the time available' – should be low risk.
It is unknown at this time if it will attract the expected amount of income.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	022 – Enforcement – Allocation of legislative penalties				
Outline Summary					
To effectively enforce where the public do not use waste and recycling services collectively. This will include taking enforcement action against traders non-legitimately using the household service, the illegal depositing of waste (fly tipping) and misuse of the kerbside collection system (e.g. waste put out for collection in incorrect containers or containers not supplied by the Council). Income will be achieved through issuing fixed penalty notices where other awareness measures have not proved effective, as well as reductions in the cost of landfill and other disposal measures.					

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

Version	Author	Job Title	Date
1.1	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Additional income and reduced costs.	F		Reduced number of offences; Accounts.	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Reduced landfill and increased level of recycling.	F		Waste tonnage data	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Reducing the illegal depositing of waste will have a positive impact on the wellbeing of the community	F		Reduced number of fly tips reported.	
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Reducing the illegal depositing of waste will have a positive impact on the look and feel of the community	F		Reduced number of fly tips reported.	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Increased recycling	F		Recycling rates	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	All awareness and educational material to be provided in both languages where appropriate	F			
<i>Treating the Welsh language no less favourable than the English language</i>	All awareness and educational material to be provided in both languages where appropriate				
<i>Opportunities to promote the Welsh language</i>	All awareness and educational material to be provided in both languages where appropriate				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					

Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Ensuring the public are aware of what their responsibilities are in terms of waste and recycling	F		Reduction in offences committed.	
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	By implementation of enforcement policy, problems should be dealt with at an early stage in order to embed a culture of co-operation	F		Reduction in offences committed.	
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Increased recycling and decreased impact on communities	F		Reduction in offences committed; Waste tonnage data	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Negative perception from public regarding enforcement of side waste policy	Low	Low	Low
Does it have potential to impact on another service area?			
It would provide a positive impact on collection service and street cleaning			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
The Council has been criticised for not taking effective enforcement for activities including fly tipping in the past.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation would allow an effective enforcement to be carried out as part of a coordinated awareness and enforcement framework. This would not only assist the Council in reaching its statutory targets but would also ensure that all residents and businesses are treated equitably. Furthermore the Council would be able to effectively tackle the problem of illegal dumping in communities, something that is consistently raised by the public as a concern.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Effective publicity of waste policies	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Reports of fly tipping, and increased recycling.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		27/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	025 – Fleet / Transport – Review of targets				
Outline Summary					
Changes to fleet workshop structure and staffing levels. Currently the fleet repair and maintenance operation is conducted from 6 premises on 5 existing depot sites. In order to focus resource there is a need to reduce the number of premises from which vehicle and mobile plant maintenance operations are conducted. The first stage of this is the proposed closure of the vehicle workshop at Penybont depot which is currently responsible for the maintenance of 25% of the current vehicle fleet. The proposal allows for the workload to be transferred to the larger workshop premises at Brecon and Newtown. This change needs to be seen against a background of a reducing vehicle fleet.					

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

Version	Author	Job Title	Date
1.1	Stephen Offley	Senior Manager Integrated Transport Unit	29/10/2015

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Implementation will reduce the costs of internal service delivery to the benefit of customer facing services	F		Business Case for Penybont workshop closure	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The number of redundancies and the removal of an unfilled vacancy is equalled by the number of apprentices within the fleet organisation.	N		Business Case	

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	From a strategic perspective we need to ensure that we preserve our ability to provide an effective maintenance and repair service for goods vehicles over 3.5 tonnes which are subject to operator licensing, because private sector support is fragmented.	I			
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	At the time of writing, formal consultation is scheduled to start 12 th November 2015, in relation to the closure of Penybont workshops.	F		Business Case and supporting documents	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	There are a number of vehicles which will need to travel further for scheduled inspection and maintenance	P	Offset the financial benefits of closure against the cost impact on client departments	Business Case	N

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Irrespective of the number of workshop premises, the current age profile of the fleet technical workforce is a concern, and therefore it is envisaged that the policy of offering apprenticeships will continue in the foreseeable future.	F			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The additional costs identified as arising from workshop closure prove to be higher than expected	Low	Low	Low
Does it have potential to impact on another service area?			
Yes. Primarily HGSS and Waste & Recycling.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The progressive consolidation of fleet workshop resources is considered to be essential in order to drive cost savings in FY 2016/17 and subsequent years and to maintain an essential internal service in an environment where the ability of the private sector to provide equivalent services at competitive cost may be limited. The first phase of this initiative offers modest cost reductions whilst presenting no impact on the community.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Offset the financial benefits of closure against the cost impact on client departments	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Engagement with stakeholders and in particular, regular liaison with client departmental managers.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Stephen Offley		29/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Budget Saving	025 Fleet-Transport - Review of targets						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt

1. Cabinet Observations

General Comments
Consultation is currently underway. There is a fixed plan to close the Vehicle Maintenance facility at Penybont and move work to the workshops in either the North or South of the county. Staff are being consulted with and there will be a reduction in workforce, mostly via voluntary redundancy.
This should be a low risk.
Capital budget is required to support this revenue saving, and this will be made available.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	026 – Increased Design team fee recovery				
Outline Summary					
Increase income through reducing overhead costs, introducing more efficient ways of working and maximising fixed fees.					

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

Version	Author	Job Title	Date
1.1	Shaun James	Senior Manager Highways Technical	27/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding					

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.					
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Not achieving the required level of income, through impacts from reduced internal and external funding.	Low	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:		
Judgement (to be included in Corporate or service risk register)				
Very High Risk	High Risk	Medium Risk	Low Risk	

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Shaun James		27/10/2015
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr John Brunt		

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	027 – Round Review (Domestic Waste)				
Outline Summary					
Undertake a route optimisation to review the rounds for the collection of domestic waste and recycling. Residents will still receive their waste and recycling collections, but routes will be optimised to provide an efficient service.					

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

Version	Author	Job Title	Date
1.1	Ian Harris	Waste & Recycling Manager	27/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Route optimisation will reduce unnecessary travelling costs and provide a more efficient service	G		Benchmarking with other authorities	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

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A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Route optimisation will reduce the Council's carbon footprint by reducing the number of miles travelled and possibly the number of vehicles	F		Benchmarking with other authorities	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Working with Tidy Towns and Keep Wales Tidy to provide voluntary litter picking service	F		WG Case Study	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Route optimisation will reduce the Council's carbon footprint by reducing the number of miles travelled and possibly the number of vehicles	F		Benchmarking with other authorities	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a – the same service will be provided to residents				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Unknown at present.	I			
Collaboration: Working together with other partners to deliver.	Working with Tidy Towns and Keep Wales Tidy to provide voluntary litter picking service.	F		WG Case Study	
Involvement: Involving those with an interest and seeking their views.	Benchmarking with neighbouring authorities, and working with WRAP, to identify an optimal solution.	F		Benchmarking with other authorities	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Route optimisation will reduce the Council's carbon footprint by reducing the number of miles travelled and possibly the number of vehicles	F		Benchmarking with other authorities	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Not being able to collect all waste within allocated time on the set route; 2. Capacity of current vehicles to collect the waste; 3. Public misinterpret their waste collection day	Low	High	Medium
Does it have potential to impact on another service area?			
Trade Waste collection			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
No impact on customer in terms of service provision, only changes will be a possible change to the day of collection.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Communication to public where there is a change in collection day	
Keep trade customers informed	
Keeping Community Council and Local Councillors informed of the changes	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Complaints register, correspondence system.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ian Harris		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	029 – Highway service reductions – prioritisation of essential works				
Outline Summary					
Service reductions which will mean in theory that only the prioritised essential works which fall within the reduced budget will be delivered. This will be offset by improvements in working practices and technology. Essential works are defined as reactive safety repairs, and those required to maintain the integrity of the carriageways and drainage systems.					

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

Version	Author	Job Title	Date
1.1	Adrian Jervis	Senior Manager Highways Operations	30/10/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	By prioritising the essential works, we will essentially be reducing what is viewed as non-essential works, e.g. grass cutting, street cleansing	F		Assessment and prioritisation system in place	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Amenity Services Community Delivery model opportunities	F		Community Delivery Project documentation	

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Through Community Delivery there are opportunities for communities to take an increased role in delivery of immediate services to protect the attractiveness and viability of their community	F		Community Delivery Project documentation	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				

Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Maintaining the highways infrastructure relies on investment at critical timings if the whole life is to be achieved. Even though this is a small reduction in maintenance budget, it will have some impact on the lifespan of the road. This means demand will be increased for spend on essential safety works.	P	Highways Asset Management Plan (HAMP) sets out long and short term maintenance guidelines. The negative impact of reduced budgets will be offset to some degree by improved, more efficient methods of work.	HAMP	P
Collaboration: <i>Working together with other partners to deliver.</i>	Through Community Delivery there are opportunities for communities to take an increased role in delivery of immediate services. Amenity contract arrangements being reviewed in effort to meet reducing budget and sustaining services.	F		Community Delivery Project documentation; Tender documentation; Contracts.	
Involvement: <i>Involving those with an interest and seeking their views.</i>	Town and Community Councils are consulted with as part of the Community Delivery Project. Keeping Local Members informed via Local Member Forums.	F		Community Delivery Project documentation; Local Member Forums.	

Prevention: Putting resources into preventing problems occurring or getting worse.	Through Community Delivery there are opportunities for communities to take an increased role in delivery of immediate services. Amenity contract arrangements being reviewed in effort to meet reducing budget and sustaining services.	F		Community Delivery Project documentation; Tender documentation; Contracts.	
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Protecting essential services by involving communities which should have a positive impact and provide positive opportunity for the economy and local environment.	F		Community Delivery Project documentation.	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Continued reduction of the budget causes increasing pressure for prioritisation of essential works and there is a risk that these works will be impacted on	Low	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Continued reduction of the budget causes increasing pressure for prioritisation of essential works, meaning that safety repairs could be delayed. Non-statutory services will be further reduced if such things as community delivery opportunities aren't taken up.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
Community Delivery project	Low
Improved working methods	Low
Reviewing contract arrangements	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Community feedback, routine safety inspections.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis		30/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	031 – Logistics Review				
Outline Summary					
To analyse, plan and establish efficient routing of waste collection vehicles across Powys. Implementation of a Route Optimisation System is required to maximize efficiencies as Powys CC re-evaluates the domestic and trade waste collection rounds to provide current services with reduced funding.					

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

Version	Author	Job Title	Date
1.1	Tony Price	Project Officer	28/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Will optimise potential savings in the collection of our residential residual waste and trade waste	F	Further routes can be optimised including recycling, gritting, grounds maintenance, jetting and gully cleansing	Business Case	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	F		Business Case	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	F		Business Case	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Unknown	I			
Collaboration: Working together with other partners to deliver.	Working with third party providers / suppliers to provide a solution	F		Business Case	
Involvement: Involving those with an interest and seeking their views.	Meetings held with appropriate sections within Waste Services to identify their needs and provide a solution to meet business processes	F		Business Case	
Prevention: Putting resources into preventing problems occurring or getting worse.	Implementing a solution to keep the same level of service but at a reduced cost	F		Business Case	
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	F		Business Case	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Route optimisation doesn't achieve the required savings	Low	High	Medium
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The service will work with partners to identify and implement a solution which will increase efficiencies by reducing the number of miles travelled and possibly the number of vehicles required. This will in turn reduce our running costs by enabling us to use the appropriate size vehicle for the route and reduce fuel costs, as well as positively impacting on the reduction of carbon emissions and nitrogen dioxide emissions.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

Project Governance

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Tony Price		28/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	032 – Waste Service reduction – Review of existing waste contracts				
Outline Summary	Review and renegotiation of existing waste and recycling contracts to maximise operational efficiencies and income from the sale of recyclates.				

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

Version	Author	Job Title	Date
1.1	Ashley Collins	Waste and Recycling Strategy Manager	28/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Renegotiate to realise efficiencies and maximise income	F		Contract spend; Income receipts	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Local contractors will be required to operate more efficiently	P		Contract spend; Income receipts	
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Maximising efficiencies of contracts in the short-term to define the way forward for longer term	F		Contract spend; Income receipts	
Collaboration: Working together with other partners to deliver.	Working with third party contractor to deliver savings	F		Contract spend; Income receipts	
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	Maximising efficiencies of contracts in the short-term to define the way forward for longer term	F		Contract spend; Income receipts	
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Market volatility in recycle value; 2. Interdependencies between contracts affecting contractual relationship which influences the negotiation process.	Low	Medium	Low
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Successful re-negotiation of contractual arrangements should realise savings, although this could be adversely affected by the markets for recyclable materials.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Maintaining dialogue with contractors to achieve mutually beneficial outcomes	Medium

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Contract spend and monitoring

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		28/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

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Service Area	Concurrent Functions	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	035 – Countryside & Outdoor Recreation				
Outline Summary					
Move to statutory minimum role in the provision of Rights of Way and Countryside Access. Withdraw from outdoor recreation and play provision. Where transfer is not possible dispose of asset or seek full cost recovery.					

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

Version	Author	Job Title	Date
V1	SM	Leisure & recreation Services Manager	16-10-2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	How are you going to do things differently?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					

Developing the economy	Reduced use of local contractors and through reduced contracting of the in-house LE service.	U	<p>Redesign of how and where seasonal maintenance is procured. Use of lowest tender and quote to procure locally delivered works. Minimum specification and use of novel approach to limiting cost, e.g. hay meadows. Clubs, societies and Local Councils are, and have been, taking on management of public open spaces with negotiations ongoing.</p> <p>Further development and support for volunteers in direct management of public rights of way, to reduce costs and increase local action. This also applies to management and monitoring of local parks and gardens.</p>	<p>Work plan in past 3 years has been constant review and targeting of seasonal maintenance works. Local press have included examples of redesign, such as hay meadow development in Llandrindod. Community transfer has taken place throughout Powys, with Cabinet reports to support Expression of Interest submissions supported throughout 2015.</p> <p>In Llandrindod, volunteer partnerships have been further demonstrated this approach can work, with local fisheries club monitoring Llandrindod Lake and environment, and Wildlife Trust plating and tendering flower beds to benefit insects.</p>	I
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The proposal makes a direct saving	F		Attached document which summarises grant application spend in 2012/13.	F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Reduced seasonal maintenance can have a positive impact upon biodiversity, such as the development of flower-rich hay meadows in Llandrindod and Newtown, and management of flower beds for insect pollinators in Llandrindod.	F	Further development of volunteers and managing land in a less intensive way, benefits wildlife and also supports development of local action in managing community spaces.		F
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Potential for initial negative impact, should local councils and others chose not to support local community delivery of seasonal maintenance of public open spaces, and where access is impacted negatively.	I	The broad principles of this approach have been set through the MTFP previously, with emphasis of local management of open green spaces. Council policy also supports the development and involvement of volunteers in community delivery.	Council Budget Seminar notes provided to members. MTFS 2012-15	I
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	As above	I	As above. Local delivery has been pursued, with advice and some support in transition to local ownership and management of public green and recreational spaces for the last 3 years. It has proven a successful strategy to date.	Ongoing cabinet support for community-based Expression of Interest applications; these include leases and full transfers of land. Development and launch of Countryside Volunteer scheme at Royal Welsh Show 2015. Development of team leaders in August-September 2015	F

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					

<p>A more equal Wales: People can fulfil their potential no matter what their background or circumstances.</p>	<p>Distribution and profile of beneficiaries unknown in using public rights of way and public green spaces. However, previous PCC Residents Survey results have been analysed to reveal information on residents’ profiles in using both local rights of way, parks and playgrounds and public green spaces.</p>	<p>Residents Survey 2013-14 asked people of their satisfaction in local public rights of way. This showed - Overall the satisfaction rate for maintenance of footpaths, grass and verges was 47%.</p> <p>Noted that for younger residents and some others, satisfaction rates go up. Residents satisfaction rates -</p> <table><tr><td>0 -5 years</td><td>41%</td></tr><tr><td>6-20 years</td><td>59%</td></tr><tr><td>Under 45</td><td>52%</td></tr><tr><td>65+ years</td><td>43%</td></tr><tr><td>Council Tenant</td><td>51%</td></tr><tr><td>Have Children</td><td>51%</td></tr></table> <p>For local rights of way, Residents satisfaction rates –</p> <table><tr><td>0 -5 years</td><td>71%</td></tr><tr><td>6-20 years</td><td>69%</td></tr><tr><td>Under 45</td><td>69%</td></tr><tr><td>65+ years</td><td>60%</td></tr><tr><td>Council Tenant</td><td>68%</td></tr><tr><td>Have Children</td><td>67%</td></tr></table> <p>For local parks and playgrounds, satisfaction rates –</p> <table><tr><td>0 -5 years</td><td>52%</td></tr><tr><td>6-20 years</td><td>64%</td></tr><tr><td>Under 45</td><td>57%</td></tr><tr><td>65+ years</td><td>74%</td></tr><tr><td>Council Tenant</td><td>57%</td></tr><tr><td>Have Children</td><td>53%</td></tr></table> <p>Residents (as participants in the survey) profiles as below</p>	0 -5 years	41%	6-20 years	59%	Under 45	52%	65+ years	43%	Council Tenant	51%	Have Children	51%	0 -5 years	71%	6-20 years	69%	Under 45	69%	65+ years	60%	Council Tenant	68%	Have Children	67%	0 -5 years	52%	6-20 years	64%	Under 45	57%	65+ years	74%	Council Tenant	57%	Have Children	53%		
0 -5 years	41%																																							
6-20 years	59%																																							
Under 45	52%																																							
65+ years	43%																																							
Council Tenant	51%																																							
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0 -5 years	52%																																							
6-20 years	64%																																							
Under 45	57%																																							
65+ years	74%																																							
Council Tenant	57%																																							
Have Children	53%																																							

Age	Under 45 32% 45 – 64 36% 65+ 28%				
Disability	Yes 18% No 73%				
Gender reassignment					
Marriage or civil partnership					
Race	White British 52% White European & other 0.6% Asian 0.1% Mixed White & Asian 0.1%				
Religion or belief					
Sex	Male 37% Female 63%				
Sexual Orientation					
Pregnancy and Maternity					

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



Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The proposal may well impact upon this theme.	I	Local councils have the means to derive other sources of income through rateable charges, or through local devolution of amenities to the community groups, as has been pursued in Brecon and Radnor areas.	Community Asset transfers, principally in Brecon and Radnor areas across 2012 - present	
Collaboration: <i>Working together with other partners to deliver.</i>	This proposal will ensure local discussions over management of amenity areas have to take place and that local community involvement in future ownership and management practices take place. This necessitates local joint working and delivery at the most local level, including a wide range of participants and volunteers.	I	Discussions have taken place with a range of local councils and local groups in support of joint working above and managing green spaces at a very local level. The barrier to achieving this is an initial concern as to knowledge and belief in being able to do so, rather than the effectiveness of doing so.	As above	

Involvement: <i>Involving those with an interest and seeking their views.</i>	As above				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	This proposal does directly address the prevention issue. By developing volunteering and by working directly with community groups to take on management and ownership of local recreational and green spaces, this ensures decisions as to appropriate levels of management and aftercare can be taken at a local level, with any fees and charges being managed locally. The alternative is a decline in maintenance and investment, or cessation of same.	F			F
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	As above	I			I
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Lack of volunteer involvement to deliver ROW; 2. Failure to meet the Countryside and Rights of Way (CROW) Act.	L	H	L
Does it have potential to impact on another service area?			
Yes, LE service which has been largely used as contractor to undertake seasonal grass cutting. A joint review and joint sourcing of local tenders for this work will be undertaken in winter 2015, as this working arrangement is unsustainable for all services carrying out seasonal maintenance currently.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Information provided in previous EqIAs, have considered impacts upon local communities in transferring recreational assets (attached). The Council Residents Survey 2013 is the last published sources of data available for broad analysis and used in this assessment.
<div>  <p>Equality Impact Assessment - Devolv</p> </div> <div>  <p>EqIA - Public Rights of Way Budget Redi</p> </div>

Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The broad approach highlighted under this heading is to develop and support volunteer involvement in managing public green spaces, playgrounds and parks, plus the maintenance of public rights of way. This theme also accepts that delivery will concentrate on the minimum statutory requirements to ensure places are safe and compliant, and that projects such as publishing walks leaflets, guided walks and improvements will not take place unless funded by others and anticipated to be undertaken by others. Seasonal maintenance will be managed to a minimum specification, and may not be undertaken at all if not considered critical to public safety.</p> <p>Community delivery of maintenance and ownership of parks, playgrounds and green spaces will continue to be promoted and pursued with vigour to ensure long-term sustainability of these areas, managed at the local level. In seeking a new way of working for outdoor recreational assets, initial capital investment may be necessary to secure long-term change and ownership of the situation at this local level. Sustained investment in training and development of volunteers is part of this theme for recreational assets and public rights of way.</p> <p>Overall assessment is that this is achievable and without significant detriment to public need, but requires consistent work with local groups to secure success.</p>	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
Medium Risk	Low Risk
	x

8. Mitigating Actions

Action	Residual Risk
Mitigating actions include a phased approach to allow changes to be pursued and delivered over 3 years.	L
Officer support will be centred on procurement and tendering of grounds maintenance and in management of volunteers, together with free advice being sought for local communities through PAVO. Such facilitation has been a normal activity in mid and south Powys as part of service redesign and community delivery of outdoor recreation assets.	L
Submission of business cases as may be appropriate in support of capital support for service change to facilitate local community delivery	L
Powys Byways User Group (PBUG) committee is set up and working	L

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Residents Surveys; monitoring of lease arrangements where applicable.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Stuart Mackintosh		16-10-2015
Strategic Director:			
Portfolio Holder:			

Budget Saving	035 – Countryside & Outdoor Recreation				
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
		Portfolio Holder	Cllr John Powell		

1. Cabinet Observations

General Comments
Section 5 – risks to be added: -
1. Lack of volunteer involvement to deliver ROW;
2. Failure to meet the CROW (Countryside and Rights of Way) Act.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Powys Byways User Group (PBUG) committee is set up and working

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Leisure & Recreation/ Cleaning Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	037a – Cleaning: Devolvement of school based staff to schools				
Outline Summary					
<ul style="list-style-type: none">All Cleaning staff based in schools will transfer to direct line management of the schools. This will make a much smaller internal cleaning service within Powys, leading to a reduction in the extended management team to create required efficiencies.The Service will continue to explore opportunities for expansion of its external contracts.In addition to the above the service will be exploring the option of joining with the joint venture company or forming a trading company.					

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

Version	Author	Job Title	Date
V1	Cheryl Leighton	C&C Services Development Manager	26 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable				
Developing the economy	Not applicable				
Improving learner outcomes for all, minimising disadvantage	Not applicable				

Remodelling council services to respond to reduced funding	Living Wage has had a significant impact on the Cleaning Service resulting in proposing an alternative delivery of the cleaning service to schools Full cost recovery to cover this additional labour cost will mean the service looking outside the traditional cleaning service type activities	G	Not applicable	Costs associated to the introduction of the Living Wage are expected to be 190k per annum, leading to the Service not being able to produce a balanced budget. Full cost recovery has not yet been completed for the recharges set by Finance. The Cabinet Report for the introduction of the Living wage included information forecasting this situation from SM and CL	Not applicable
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	A smaller cleaning service will be retained to audit the standards throughout Powys schools and deliver other types of cleaning.	G	Not applicable	Retaining a central cleaning service charging full cost recovery will enable the Authority to retain in-house expertise	Not applicable
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable			Evidence on stats from employment services	
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Know the current and likely future requirements for the service	Fair	Not applicable	Not applicable	Fair
Collaboration: Working together with other partners to deliver.	Liaising with schools	Fair	Not applicable	Business cases	Good
Involvement: Involving those with an interest and seeking their views.	Consultations with staff and schools	Fair	Carry out thorough consultations	Business cases	Neutral
Prevention: Putting resources into preventing problems occurring or getting worse.	Monitoring and audits	Good	Not applicable	Not applicable	Good
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Whole school approach	Good	Support the schools	Retain a small central management team	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Living wage will not change	Neutral	Transfer staff to school	Retain a small central management team	Fair
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Opportunity for potential improvement	Good	Not applicable		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Workloads for HTs	Low	Medium	Low
Does it have potential to impact on another service area?			
Schools Service & schools Covering sickness could incur additional cost burden on school budgets either in terms of insurance or direct payment for replacement cover. Support function provided by Business Services			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
business cases and cabinet report re living wage

7. Policy / Change Objective Impact Assessment Summary and Judgement

Page 426	Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
	No negative impact on service delivery		
	No negative impact on staff (T&Cs)		
	Negative impact on HTs workload		
	Negative perceived impact on school budgets		
	Judgement (to be included in Corporate or service risk register)		
	Very High Risk	High Risk	Medium Risk
			Low Risk
			x


8. Mitigating Actions

Action	Residual Risk
Auditing	Fair
Access to central service resources	Fair

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		26 October 2015
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Budget Saving	037a – Cleaning: Devolvement of school based staff to schools				
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
				Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Leisure & Recreation/ Cleaning Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	037b – Cleaning: Expansion of external contracts				
Outline Summary					
<ul style="list-style-type: none">All Cleaning staff based in schools will transfer to direct line management of the schools. This will make a much smaller internal cleaning service within Powys, leading to a reduction in the extended management team to create required efficiencies.The Service will continue to explore opportunities for expansion of its external contracts.					

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

Version	Author	Job Title	Date
V1	Cheryl Leighton	C&C Services Development Manager	26 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable				
Developing the economy	Not applicable				
Improving learner outcomes for all, minimising disadvantage	Not applicable				

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Not applicable				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable			Evidence on stats from employment services	
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Know the current and likely future requirements for the service	Fair	Not applicable		
Collaboration: Working together with other partners to deliver.	Liaising with other service areas	Fair	Not applicable		
Involvement: Involving those with an interest and seeking their views.	Customer questionnaires	good	Not applicable		
Prevention: Putting resources into preventing problems occurring or getting worse.	Monitoring and audits	good	Not applicable		
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Whole school approach	good	Not applicable		
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Employment of local people	Neutral	Not applicable		
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Opportunity for potential improvement	good	Not applicable		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Failing to source additional work	Low	Medium	Low
Does it have potential to impact on another service area?			
Support function provided by Business Services			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
No negative impact on service delivery No negative impact on staff (T&Cs) Negative perceived impact on cleaning budget	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	x


8. Mitigating Actions

Action	Residual Risk
Source and develop alternative work	Fair

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitor and review budget

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		26 October 2015
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
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Budget Saving	037b – Cleaning: Expansion of external contracts					
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
Risk should read: Failing to source additional work

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet


SIIA Approved by Cabinet
9 th February 2016

Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	041 – Reduce Funding support for Theatre provision				
Outline Summary					
Following lengthy and extensive consultation with the affected Theatres and allied partners in 2013-15, and following County Council Scrutiny review, Cabinet were presented with a full Decision paper in early 2015, and decided to substantially modify an earlier MTFP target to remove all funding to the Theatres. An impact assessment was undertaken to accompany this work.					


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


Version	Author	Job Title	Date
V1	Stuart Mackintosh	L&R Services Manager	29/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N		Cabinet Report C65-2015	N
Developing the economy		N		Cabinet Report C65-2015	N
Improving learner outcomes for all, minimising disadvantage					
<i>Remodelling council services to respond to reduced funding</i>	 041 - Appendix A.pdf	N		Cabinet Report C65-2015	N

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	 041 - Appendix C.pdf				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	041 - Appendix B.pdf				
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					

Corporate Parenting: Enabling our looked after children to fulfil their potential.					
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The risk associated with a reduced grant support to the theatres is that this might fundamentally impact upon their ability to continue. This was subject to extensive meetings and consultations over an 18 month period	M	L	L
Does it have potential to impact on another service area?			
Regeneration Service. This was considered and recommendations made by Scrutiny and Cabinet to merge different budget headings as a result of the Theatre funding review. No negative or other impact.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
The 3 documents considered and approved by Cabinet are public documents and accessible on the PCC website under 'Meetings' and 'Cabinet', with Cabinet meeting held on March 24 th 2015.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	C65-2015
Following extensive consultation and meetings between the Theatres, Arts Service and Portfolio Holder over an 18 month period, an agreed position was presented and approved by Cabinet in 2015, having formally reviewed an earlier MTFP savings target set earlier in the financial planning cycle.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		x

8. Mitigating Actions

Action	Residual Risk
Actions taken as a result of a formal review in 2013 – 15, with significant changes in funding arrangements approved by Cabinet	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Meetings take place with the Theatres and the Service on a regular basis.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Lucy Bevan		29/10/15
Head of Service:	Stuart Mackintosh		29/10/15
Strategic Director:			
Portfolio Holder:			

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Budget Saving	041 – Reduce funding support for Theatre provision				
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
				Portfolio Holder	Cllr Graham Brown

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving		043 – Museums			
Outline Summary					
Explore Trust type model whilst devolving Llanidloes, Presteigne and Newtown to local delivery or failing that alternative provider, de-commission.					
All-Wales Position					
An Expert Review of Local Museum Provision in Wales was commissioned by the Deputy Minister for Culture Sport and Tourism in 2014. It was published in August 2015, and a response is now awaited from Welsh Government, and due autumn 2015. The Review considered options for future service delivery under a number of headings:					
<ul style="list-style-type: none">• Do nothing• Legislation and state care (comparisons with European nations and regions of a similar size to Wales)• Devolution (to museum specific trusts/charities) and• Partnerships (joint working, regional partnerships).					
Powys Museum Service					
This year Powys County Council has commissioned a report from an external specialist to evaluate future option for Powys Museum Service: “Appraisal of Trust Options for Powys Museum Service”, Oct 2015. This report notes that the recommendations of the Expert Review will require considerable resources and a long term commitment from Welsh Government, and could take 5 years to implement. Whilst we wait for that to conclude Powys County Council has made the decision to investigate different delivery options to enable its Museum Service to continue to operate and develop within the current challenging financial climate.					
Moving the Museum Service to a fully devolved charitable trust type model could offer the following benefits:					
<ul style="list-style-type: none">• Independence from the Council allowing quicker decision making and more flexible working• Trustees with specialist knowledge and experience• Savings in NNDR• Grant opportunities which would not be available to the County Council					
The Council currently has six museums in Powys:					
<ol style="list-style-type: none">1. Brecknock Museum and Art Gallery (Shire museum)2. Llanidloes Museum (local/town museum)3. Newtown Textile Museum (local/town museum)4. Powysland Museum and Cottages (Shire museum)5. Radnorshire Museum (Shire museum)6. The Judge’s Lodging, Presteigne (visitor attraction)					
The Judge’s Lodging in Presteigne is owned by the Council but operated by the Presteigne Shire Hall Museum Trust. Consideration is currently being given to transferring Newtown Textile Museum through a CAT to a local community group. Discussions are ongoing with Llanidloes Town Council to investigate co-locating Llanidloes library with Llanidloes museum in the Town Hall.					

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

Version	Author	Job Title	Date
V1.0	Catherine Richards	Principal Lead Museums, Archives and Information Management	26 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The budget saving does not impact significantly on this priority. Powys Museums hold, care for and continue to develop collections for the county which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.	G	n/a	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015	G
Developing the economy	The budget saving does not impact significantly on this priority. A Trust would manage Powys Museums and their facilities and collections efficiently and effectively to continue to provide a service which is relevant, robust and sustainable, making a valued contribution to the economy.	G	n/a	As above	G
Improving learner outcomes for all, minimising disadvantage	The budget saving does not impact significantly on this priority. Powys Museums will continue to contribute to living communities, promote the values of a fair and just society and provide lifelong learning opportunities for all.	G	n/a	As above	G

Remodelling council services to respond to reduced funding	Powys County Council is investigating different delivery options to enable its Museum Service to continue to operate and develop within the current challenging financial climate. At the moment the Trust type option seems the most viable.	G	n/a	One Powys Plan Appraisal of Trust Options for Powys Museum Service, Oct 2015	G
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. To further help with financial sustainability a Trust must consider how it can further increase the income our museums already generate.	G	n/a	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015	G
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Technological innovations provide opportunities to engage new users and present different challenges for preservation. Environmental sustainability issues will influence how our museums use energy efficiently through investigating low or zero carbon technologies in our buildings.	G	n/a	As above	G

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	The potential of our museums is immense, both in formal and informal learning. Developing a framework for delivery of learning services is key to maximising the resources available. Volunteering contributes to community wellbeing and improves our museum services in addition to enabling personal development and involvement with heritage.	G	n/a	As above	G
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Dismantling barriers to access, developing the learning potential of our museums, and engaging existing and new users are critical issues to be addressed if Powys Museums are to fulfil their potential as organisations that contribute to their local communities.	G	n/a	As above	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	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.	G	n/a	As above	G
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Providing museums for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.	G	n/a	As above	G
<i>Opportunities for persons to use the Welsh language</i>	As above	G	n/a	As above	G
<i>Treating the Welsh language no less favourable than the English language</i>	As above	G	n/a	As above	G

<i>Opportunities to promote the Welsh language</i>	As above	G	n/a	As above	G
<i>People are encouraged to do sport, art and recreation.</i>	Powys museums enable people to explore collections for inspiration, learning and enjoyment.	G	n/a	As above	G
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Powys museums welcome increased use of our services by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently visit our museums, or do not participate in our activities is crucial if Powys Museums are to be fully inclusive.		n/a	As above	G
<i>Age</i>	As above	G	n/a	As above	G
<i>Disability</i>	As above	G	n/a	As above	G
<i>Gender reassignment</i>	As above	G	n/a	As above	G
<i>Marriage or civil partnership</i>	As above	G	n/a	As above	G
<i>Race</i>	As above	G	n/a	As above	G
<i>Religion or belief</i>	As above	G	n/a	As above	G
<i>Sex</i>	As above	G	n/a	As above	G
<i>Sexual Orientation</i>	As above	G	n/a	As above	G
<i>Pregnancy and Maternity</i>	As above	G	n/a	As above	G

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The change object will enable a sustainable future for the Museum Service. No change means the service is vulnerable to severe budget cuts which eventually will make the service non-viable.	G	n/a	Expert Review of Local Museum Provision in Wales 2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015	G
Collaboration: <i>Working together with other partners to deliver.</i>	Following the Trust type model will mean working in partnership with other organisations will be essential to deliver improved outcomes.	G	n/a	As above	G
Involvement: <i>Involving those with an interest and seeking their views.</i>	Service users will continue to be asked for views and comments on service delivery through feedback forms and visitor surveys. Evaluation of these views will contribute to continual improvement.	G	n/a	As above	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	An external provider will provide the resources for a future for the Museum Service. It will be a single purpose organisation with a focus on the functions of the service delivered.	G	n/a	As above	G
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	To encourage the development of a sustainable organisation over the next five years and beyond, the Museum Service will have to consider diverse ways of working. This will include developing partnerships with a variety of organisations, working across boundaries, and making innovative use of limited resources.	G	n/a	As above	G

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The Museum Service provides a range of formal and informal learning opportunities to visitors, volunteers and staff to increase their knowledge and enjoyment of the museums' collections, enabling them to become advocates for the Museum Service. Learning and volunteering opportunities help people gain employment mitigating the impact of poverty.	G	n/a	As above	G
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Opportunities for participation are encouraged within all our museums. Developing our work with children, young people and adults with health and social care needs is crucial, and an area that needs further investigation.	G	n/a	As above	G
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The Museum Service is currently providing a work placement for a young adult who was formerly a looked after child, and will continue to provide opportunities in partnership with Children's Social Services as part of their Traineeship Scheme for Young People Leaving Care	G	n/a	As above	G

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Need at least 6 to 9 months to set up a trust and register as a charity. Time to set up the trust needs to be taken into account including agreement over collection and building issues (lease, maintenance). Also developing a robust business plan especially in relation to income generation and the management of major risks (particularly around funding). Time is also needed to recruit trustees and a chair.	Medium	Low	Low
Inability of local authority to guarantee a stable grant and / or an inflation allowance for a specified number of years (due to changing wider financial changes).	High	Medium	Medium
Need a strong board of trustees with business focus, mixed with local expertise.	Medium	Medium	Medium
A new trust will have no reserves to fall back on at least initially – a major risk. Will need to build up a reserve and develop a reserves policy (to cover a certain level of operating expenditure).	High	Medium	Medium
As more trusts are set up (standalone or including museums) it is becoming more difficult to access new streams of external funding as grant funds, private and commercial giving all become more Competitive	Medium	Medium	Medium
Ability to form a trust			
Does it have potential to impact on another service area?			
Brecknock Museum shares the Cultural Hub with Brecon Library. Llanidloes Museum is anticipated to co-locate with Llanidloes Library in Llanidloes Town Hall. Future delivery of the library service is also under review and so the Trust option for the Museum Service may impact on these co-locations with the Library Service. Co-located services however will bring positive impacts rather than negative impacts.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

n/a

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Maintaining the status quo for Powys Museum Service is clearly not viable in the current (and continuing) financial climate within local government. Whilst there are no easy solutions, there are a number of options – established or developing – that might be considered to ensure the long term sustainability of the Museum Service outside the immediate control of the county council.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

Any external delivery model for Powys Museum Service will be subject to a Service Level Agreement between the Council and the new provider. This agreement will be subject to regular review and will set out the roles and responsibilities of both parties.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Catherine Richards		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Graham Brown		

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Budget Saving	043 – Museums					
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
Additional Risk – ability to form a Trust.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	048 – Decommissioning of EMS				
Outline Summary					
The authority is currently using 3 Management Information System (MIS) systems within schools, EMS one, SIMS and Teachers Centre (Ceredigion written and managed system). Work is ongoing to transfer Admissions, Transport and SEN modules from EMS to Teachers Centre, once this work is completed the authority can then end the contract with CAPITA for the use of EMS one, this is projected to provide a net efficiency of £70,000 while improving the administration and reporting process.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	29 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The use of a single system will improve the reporting processes for schools and school services staff especially around pupil tracking etc.	G		Minutes of meetings held with Ceredigion staff, ESTYN revisit outcomes.	G
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	The use of a single system will improve the reporting processes for schools and school services staff especially around pupil tracking etc.	G			G
Remodelling council services to respond to reduced funding	The use of a single system will improve the reporting processes for schools and school services staff especially around pupil tracking etc., whilst achieving a £70,000 annual saving	G			G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.					
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	TC will allow all staff to track the learning outcomes and SEN/ALN interventions provided to all children. Key fields and tables will be integrated into the new social care MIS system	N			N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Teachers centre is a fully bilingual system and will provide equal access through either language	G		Teacher Centre and SLA documentation	G
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The system does allow the authority to hold details on individual children and their families which will include the protected characteristics category's	G		TC database and embedded Tables	G
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	<p>The system allows schools and the service to track the pupils' progress from admission to an early years setting through to them leaving the school system at the end of Year 11 or Year 13.</p> <p>As a locally developed system (Ceredigion) the authority has an input into the required future developments of the system</p>	G		Teachers Centre SLA, and TC reports	G

Collaboration: <i>Working together with other partners to deliver.</i>	<p>TC will allow all staff to track the learning outcomes and SEN/ALN interventions provided to all children.</p> <p>Key fields and tables will be integrated into the new social care MIS system.</p> <p>As a locally developed system (Ceredigion) the authority has an input into the required future developments of the system.</p>	N			N
Involvement: <i>Involving those with an interest and seeking their views.</i>	<p>Schools are currently using Teacher Centre for attainment and tracking data, the development will enhance the functionality for the central teams</p>	G		Teacher Centre SLA and reports	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	<p>TC will allow all staff to track the learning outcomes and SEN/ALN interventions provided to all children.</p> <p>Key fields and tables will be integrated into the new social care MIS system.</p>	N		Teacher Centre SLA and Tables	N
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	<p>TC will allow all staff to track the learning outcomes of all children entitled to Free School Meals (FSM) and will support the improvement in the learning outcomes for this group of children and provide them with the qualification to help them gain further higher education qualifications or higher paid posts in their future employment careers</p>	F		TC data fields and tracking reports	F

<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>TC will allow all staff to track the learning outcomes and SEN/ALN interventions provided to all children.</p> <p>Key fields and tables will be integrated into the new social care MIS system.</p>	N		Teacher Centre SLA and Tables	N
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	<p>TC will allow all staff to track the learning outcomes and SEN/ALN interventions provided to all children.</p> <p>Key fields and tables will be integrated into the new social care MIS system.</p>	N		Teacher Centre SLA and Tables	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The key development personnel within Ceredigion leave and there is not a robust succession plan in place. The current financial climate will make developing this resilience more difficult.	Low	Low	Low
Does it have potential to impact on another service area? Yes – The single MIS system will need to have some integration / link to the MIS system used in early years settings and Social Services			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?	Minutes of meetings with the development team in Ceredigion and the emerging user reference group.
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7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The development of TC is being closely monitored with an expectation that all developments have been completed by the end of November, although there is still a risk of failure to end the contract with CAPITA it has been assessed as being low.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
As detailed in section 7 and proposed escalation through the services accountability framework if the progress is not in line with project plan at the end of October 15.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Schools Service Accountability framework and Teacher Centre User and reference groups. Feedback from Schools.

10. Sign Off

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

Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	049a – Small school closures (Whitton)				
Outline Summary					
The proposal is to reduce the schools delegated budget by £60,000 to reflect the net reduction in budget requirement following the formal closure of Dame Anna Childs (VA) School in Whitton on the 31 st December 2015. Decision to close was agreed by Cabinet on 6 th May 2014 and ratified by WG in the Summer term 2015					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Developing the economy	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Improving learner outcomes for all, minimising disadvantage	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Remodelling council services to respond to reduced funding	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Collaboration: Working together with other partners to deliver.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Involvement: Involving those with an interest and seeking their views.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Prevention: Putting resources into preventing problems occurring or getting worse.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N
Corporate Parenting: Enabling our looked after children to fulfil their potential.	See previous Cabinet papers	N	See previous Cabinet Papers	Cabinet report	N

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
None as decision to close school has already been made by Minister	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Cabinet reports on school closure and ministerial letter

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Decision has already been made by WG			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
None required	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
None, except for following school closure procedures.

10. Sign Off

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

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Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	052 – Budget Saving and/or efficiency – Reduction in centrally retained budget for Repairs and Maintenance.				
Outline Summary					
The authority currently maintains a central R & M budget of £150,000 to support schools in relation to issues arising from statutory testing inspections, minor DDA works which support pupils’ needs and minor repair and maintenance works which are not covered by Property Plus. The proposal will reduce this budget to £50,000 from the start of the 2016-17 financial year. The £100,000 costs currently met by the central budget will be met from the schools delegated budget from the start of that year.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	The impact of the removal of the funding will potentially impact on the physical conditions that the learners are taught in and may impact on the long term learning outcomes of children.	P	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M.	Fair funding formula SSAMP papers	N
Remodelling council services to respond to reduced funding	As a budget efficiency this proposal will fully meet this objective, but the reducing level of funding available for investment in the services property will potentially cause additional capital budget pressures in future years.	G	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M.	Fair funding formula SSAMP papers	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This proposal may have a limited impact on the local economy of Powys	P	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M.	Fair funding formula SSAMP papers	P
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	The reduced level of funding may impact on the services ability to meet energy efficiency targets through the reduction pf available budgets	P	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M. The service will be proactively following invest to save projects where appropriate to mitigate some of the loss of central budget.	Fair Funding Formula SSAMP Invest to save project papers	P
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	The proposal may impact on children with disabilities in a disproportionate manner due to the need to make some minor building alterations to allow the learner top access and fully meet their learning outcome.	U	The review of the SSAMP will allow the authority to identify and prioritise those children that have disabilities, their schools, their required adaptations.	SSAMP Papers	N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				

A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal impacts equally on the English and Welsh Medium Schools	N		Fair funding formula SSAMP papers	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>	The proposal may impact on children with disabilities in a disproportionate manner due to the need to make some minor building or external alterations to allow the learner top access and fully meet their learning outcome.	U	The review of the SSAMP will allow the authority to identify and prioritise those children that have disabilities, their schools, their required adaptations.	SSAMP Papers	N
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	N/A				
<i>Disability</i>	The proposal may impact on children with disabilities in a disproportionate manner due to the need to make some minor building alterations to allow the learner top access and fully meet their learning outcome.	U	The review of the SSAMP will allow the authority to identify and prioritise those children that have disabilities, their schools, their required adaptations.	SSAMP Papers	N
<i>Gender reassignment</i>	N/A				
<i>Marriage or civil partnership</i>	N/A				
<i>Race</i>	N/A				
<i>Religion or belief</i>	N/A				
<i>Sex</i>	N/A				
<i>Sexual Orientation</i>	N/A				
<i>Pregnancy and Maternity</i>	N/A				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	<p>The impact of the removal of the funding will potentially impact on the physical conditions that the learners are taught in and may impact on the long term learning outcomes of children.</p> <p>The continued reduction in funding on R & M will increase the level of back log R & M over time and will lead to worsening building conditions and potential need for increased capital investment in the future.</p> <p>It will also create a back log of statutory testing remedial works which could put the authority at risk.</p>	P	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M.	Fair funding formula SSAMP papers	N
Collaboration: <i>Working together with other partners to deliver.</i>	The service is working with the central property team on programmes of investment such as invest to save to try to mitigate the impact of the reduced budget provision.	F		SSAMP Papers Minutes of Property Meetings	F
Involvement: <i>Involving those with an interest and seeking their views.</i>	Schools have been informed of the proposals and further consultation is being undertaken through the fair funding formula review, the review of SLA's and the SSAMP (when completed)	F		Fair funding formula papers SLA Papers SSAMP	F

Prevention: Putting resources into preventing problems occurring or getting worse.	<p>The proposal will have a negative effect in this area as the focus of the budget is to prevent / repair issues that arise from the statutory testing and any minor H & S and DDA works.</p> <p>This work will now need to be funded via the schools delegated budget or the self-pooling property plus budget which will result in a reduction in the budget available to undertake general R & M.</p>	P	The service is reviewing its Schools Service Asset Management Plan (SSAMP) the revised plan will inform the required areas of funding for Capital funding and help to reduce the need for any central revenue budget for R & M.	Fair funding formula SSAMP papers	N
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	The service is working with the central property team on programmes of investment such as invest to save to try to mitigate the impact of the reduced budget provision.	F		SSAMP Papers Minutes of Property Meetings	F
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The proposal may impact on children with disabilities in a disproportionate manner due to the need to make some minor building alterations to allow the learner top access and fully meet their learning outcome.	U	The review of the SSAMP will allow the authority to identify and prioritise those children that have disabilities, their schools, their required adaptations.	SSAMP Papers	N
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The proposal may impact on children with disabilities in a disproportionate manner due to the need to make some minor building alterations to allow the learner top access and fully meet their learning outcome.	U	The review of the SSAMP will allow the authority to identify and prioritise those children that have disabilities, their schools, their required adaptations.	SSAMP Papers	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<p>The main risk of this proposal is the long term impact it has on the quality and condition of the schools service property stock over time and the potential for increased capital spend need arising from it in 10 – 15 years' time.</p> <p>The SSAMP will be a key tool in managing the reduction of the impact of this proposal.</p> <p>Risk of emergency occurring and not having sufficient funds.</p>	Medium	High	Medium
Does it have potential to impact on another service area?			
Yes – The proposal will reduce the amount of work and therefore Income delivered through the property services team			

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Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
SSAMP Papers, Fair Funding Formula review papers.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The proposal to reduce the level of centrally held R & M funding will not have a significant short term impact on the delivery of the schools service. The long term impact is dependent on the successful identification and prioritisation of the level of need across the school property stock through the SSAMP.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
The review, maintenance and implementation of the SSAMP is crucial to successfully managing the impact of this proposal.	Low

9. On-going monitoring arrangements?

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

Regular Inter Service:

- Capital and maintenance monitoring meetings
- Regular inter Service Disability Adaptations meetings to inform short and long term pupil needs in schools

Regular inter Service and Catering Service meetings to inform work require to meet EHO requirements

5 years high level condition survey updates

Regular feedback from Property Team on servicing and statutory testing to identify poor or unsafe property plant and equipment to feed into the SSAMP

Regular feedback on safeguarding reports which will impact on pupils safety and feed into the SSAMP

SSAMP monitoring and reports

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		
Head of Service:	Gareth Jones pp Ian Roberts		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	CLlr Arwel Jones		

Budget Saving	052 Reduction of centrally retained schools repairs and maintenance budget						
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones

1. Cabinet Observations

General Comments
Risk is 'emergency occurring and not having sufficient funds'. Funding for school repairs is contained within the delegated budget for each school, and therefore this is only an emergency fund.
Low risk.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	055a – Establish an internal supply insurance pool				
Outline Summary					
<p>Many schools in Powys purchase a “supply insurance scheme” to cover the cost of staff that are absent due to sickness through a number of Insurance companies. Each of these scheme will have specific exemptions for areas such as stress and also includes a charge for an insurance tax.</p> <p>Discussions have been held with officers from the authority’s insurance broker and a neighbouring authority on the potential to establish an internal supply pool insurance arrangements.</p>					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	<p>The establishment of a internal supply pool will allow the authority to have a single agreed set of regulations for all supply insurance cover provision, without the risk currently associated with individual school supply policies.,</p> <p>The establishment of the central pooling arrangement will reduce the need for further efficiencies from schools budgets,</p>	F	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F
Remodelling council services to respond to reduced funding	This proposal meets the aims of this council priority	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>	The proposal allows the authority to apply its own rules around staff included to be covered under the scheme, as opposed to the current system where some staff are excluded by individual insurance companies	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>	The proposed scheme will cover maternity costs and therefore excludes any equality issues if the authority decided to delegate responsibilities	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The pooling arrangement would allow the authority to develop a mutual fund which would allow the assurance of cover to schools on a long term basis	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F
Collaboration: <i>Working together with other partners to deliver.</i>	The proposal is to link into a mutual fund that has been developed by Pembrokeshire LA for their schools	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F

Involvement: <i>Involving those with an interest and seeking their views.</i>	Some initial discussions have been undertaken with schools. Further work is required once the proposals have been developed	F	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	The mutual fund would eliminate the issue of staff not being covered under a scheme mid illness.	G	Develop detailed proposals for scheme prior to consultation with schools	Pembrokeshire Supply Pooling arrangements	F
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Schools not wishing to join the scheme	Low	Low	Low
Scheme not financially viable			
Does it have potential to impact on another service area?			
Yes – some data exchange would be required from the Establishment Services to Pembroke LA			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The implementation of a mutual supply fund would provide additional financial planning and security to schools			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

8. Mitigating Actions

Action	Residual Risk
Further develop proposals with Pembrokeshire	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supply sickness monitoring reports
Project review meetings

10. Sign Off

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

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Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	056 – Implement a change to appointment and payment of school supply and agency staff				
Outline Summary					
A projected saving of £200,000 has been estimated to be achieved following a review of the payment processes to casual and supply staff employed in schools. This will be achieved through either the transfer of all supply staff payments to a supply agency or through paying all supply staff on a fixed point within the teacher's pay and conditions pay scales. Staff are currently paid in accordance to their qualification and career experience.					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	The change in payment terms and conditions will have an impact on the income levels of staff employed as supply teachers and other supply staff	P	The mitigation action is to review the current contractual arrangements for staff and consider which if any staff will transfer from casual contracts to fixed term or permanent contracts	Trent Payroll, Teachers pay and conditions document	P
Improving learner outcomes for all, minimising disadvantage	The change in employment terms and conditions should only have a minor impact on learner outcomes, all key staff delivering the curriculum should be employed on a salaried contractual arrangements.	N			N
Remodelling council services to respond to reduced funding	The proposal meets this requirement fully	E		Project paperwork	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	If the option chosen is to use an agency it will result in an out flow of monies from Powys	P	Maintain staff as Powys employees but paid on different terms and conditions to current, which will maintain the money in Powys	Teachers pay and conditions document New directions charging policy	P
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal will impact on Welsh Language teachers equally with those delivering through the English Language	N		Teachers pay and conditions document	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Further work is required during the detailed project work around the impact on the protected characteristics if the authority chose to use the employment agency which are currently unknown.	I	Review contractual agreement with appointed agency to confirm that they adhere to equality act.	New Directions contract	N
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Strengthens the employment status of staff employed on a regular long term or fixed basis, while agreeing the payment terms for casual employed staff.	F		Trent System Teachers Pay and Conditions	F
Collaboration: Working together with other partners to deliver.	NPS and relevant Unions	F		NPS contracts JCC papers	F
Involvement: Involving those with an interest and seeking their views.	Initial consultation with teacher unions and schools has been undertaken	N	Formally consult with Staff and union representatives	JCC Minutes Teachers Pay and conditions document	F
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				

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Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Staff refusing to work under new terms and conditions and pupils not having a teacher to teach the class.			
Does it have potential to impact on another service area?			
Yes – Possible reduction in employment services activity, commercial services to monitor the contract.			

<p>What additional evidence and data has informed the development of your proposal?</p> <p>NPS Contractual Documentation, Teachers pay and conditions documentation, JCC Minutes</p>

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

8. Mitigating Actions

Action	Residual Risk
Ensuring full consultation is undertaken with the relevant unions and schools	Low
Ensuring the appointed agency meets the requirement of the equality act	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
School and other school services budgets Contract management meetings

10. Sign Off

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

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Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	062 – £7,500 based on reductions to travel expenses				
Outline Summary					
As a service we will reduce the amount of business miles undertaken and subsequent travel expenses being claimed.2016/17 will be the second year of the focus on reducing claims in this area. During 2014/15 Children's Services spent £208,360 on travel, during the first 6 months of 2015/16 this spend has reduced to £88,725.					

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

Version	Author	Job Title	Date
1.0	Greg Jones	Strategic Commissioning and Project Manager	27 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The needs of those service users will not be impacted as we will continue to ensure visits to client will continue to be undertaken.	N	Savings will focus on reduction of millage in terms of internal meetings, and having a flexible approach to working.		
Developing the economy	NA				
Improving learner outcomes for all, minimising disadvantage	NA				
Remodelling council services to respond to reduced funding	This saving will meet this priority	N			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	NA				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	NA				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	NA				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	NA				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	This objective will lead to a reduction in use of vehicles and the subsequent benefits to the environment.	F			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	NA				
<i>Opportunities for persons to use the Welsh language</i>	NA				
<i>Treating the Welsh language no less favourable than the English language</i>	NA				
<i>Opportunities to promote the Welsh language</i>	NA				
<i>People are encouraged to do sport, art and recreation.</i>	NA				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	NA				
<i>Age</i>	NA				
<i>Disability</i>	NA				
<i>Gender reassignment</i>	NA				

Marriage or civil partnership	NA				
Race	NA				
Religion or belief	NA				
Sex	NA				
Sexual Orientation	NA				
Pregnancy and Maternity	NA				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	NA				
Collaboration: Working together with other partners to deliver.	NA				
Involvement: Involving those with an interest and seeking their views.	NA				
Prevention: Putting resources into preventing problems occurring or getting worse.	NA				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	NA				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	NA				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	NA				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	NA				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
In ability to meet the reduction in mileage	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
As indicated in the summary for the period 2015/16 the service is well on its way to achieving its £7500, and based on the saving achieved in the first 6 months of 2015/16 the service should be well placed to make the saving during 2016/17

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This service saving will see increased use of technology to reduce the need to travel. Children's Services has already rolled out the use of Lync to all staff, as well as providing laptops instead of desk tops. During 2015/16 the service is already demonstrating the savings that can be made. Staff are now using Lync/video conferencing instead of having to travel to internal meetings which results in the benefit of reduced mileage but also increasing individual's capacity due to the reduction in time spent on the road.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Continued use of Lync and other communication methods.	Low
Use of alternate work locations when appropriate	Low
Use of improved technologies – Linked to CCIS implementation	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The service will continue to monitor the travel expenses. Social workers will always have the need to travel as part of their jobs in order to undertake assessment and visits etc, and this will always be viewed as essential travel.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Service Area	Children’s Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	063 – Introduce charges for training provision (Domestic Abuse and ASB).				
Outline Summary					
As part of historical budget efficiencies Children’s Services has inherited a £2,500 saving from Regeneration that propose the introduction of a charge for the provision of training in respect of Domestic Abuse and Anti-Social Behaviour.					
Due to the fact that this reduction has been inherited and the service is currently reviewing the delivery of its domestic abuse service the saving will be absorbed from the general budget rather at this point.					

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

Version	Author	Job Title	Date
1.0	Pauline Higham	Head of Service	12.01.2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Support to those families subject to domestic abuse will lead to these families being able to live fulfilled lives.	I			
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding					

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	NA				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Support to those families subject to domestic abuse will lead to improvements in both their physical and mental wellbeing	F			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>	N/A				
<i>Treating the Welsh language no less favourable than the English language</i>	N/A				
<i>Opportunities to promote the Welsh language</i>	N/A				
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Support to those families subject to domestic abuse will only lead to improvements in them being able to fulfil their potential.	F			
<i>Age</i>	N/A				
<i>Disability</i>	N/A				
<i>Gender reassignment</i>	N/A				

Marriage or civil partnership	N/A				
Race	N/A				
Religion or belief	N/A				
Sex	N/A				
Sexual Orientation	N/A				
Pregnancy and Maternity	N/A				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	This project will lead to long term reductions in those families where domestic abuse is an issue and therefore contributing to the early intervention and prevention agenda within Children's Services and reducing the need for high cost interventions	F			
Collaboration: Working together with other partners to deliver.	This project is a multi-agency project	F			
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Over 50% of children placed in the child protection register have domestic abuse a contribution factor. As such this project will seek to support those families where domestic abuse is a factor and lead to a reduction in the number of children placed on the child population register.				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Domestic abuse results in a high number of children being placed on the child protection register and subsequently becoming looked after. The overall domestic abuse project seek to make improvement and hopefully lead to reductions in our looked after child population	G			

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
n/a			
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			None

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Domestic Abuse project forms part of the One Powys Plan and as such benefits realisation will be monitored via the programme board

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Shelley Davies		
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

Budget Saving	063 – Introduce charges for training provision (Domestic Abuse and ASB).					
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	066 – Regional adoption service				
Outline Summary					
Reduction of £80,000 to the Adoption Team staffing budget.					
Developments in Adoption Service across have seen Powys join with Pembrokeshire, Carmarthen and Ceredigion Councils to form the Mid and West Wales Adoption Service. Initial agreement reached when joining the region was for Powys to provide the same level of staffing as previously. Having been part of the Region for over 12 months and having considered a number of Performance and statistical information it has been found that Powys are over contributing 35% of the budget, whilst our Looked After and Child Population sits at approximately 25%. The cut to the Adoption Team budget will mean the loss of 2 x FTE posts (no current vacancies within the Team).					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	20.10.15
1.1	Steven Howell	Area Manager	16.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Adoption is one way to enable children who are not able to live with their birth family to achieve Permanence. Working more closely with the Adoption Region allows for better opportunities to find the right permanent family. The reduction in staffing would require staff to focus on statutory duties however, it is not envisaged that this will result in a major impact on the service delivered.	N	It is considered that the reduction in budget will not have an impact Adoption services in Powys. The reduction in budget will lead to a more equitable split of costs across all 4 Local Authorities.	a) Adoption Analysis Paper. b) Performance Measures c) Adoption Team in Powys has over the last three years been in a position whereby they have been able to "sell" adoptive placements to other Local Authorities, indicating that we have been assessing more adopters than were required to meet placement Demands in Powys.	N
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	The development of a Regional approach to Adoption has two significant budgetary advantages: 1) Staffing costs reduced 2) Less need to purchase placements for children who cannot live in Powys.	F	Possible reduction to One Regional Adoption Panel Joint Training opportunities Less need to purchase Adoption Placements for Children.	Performance Measures	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Adoption Planning and matching with new families will always take into account the cultural background of the child. Working across a region will provide more potential to keep children Local to their birth culture, as opposed to moving them away from Local Communities and potentially outside of Wales. The reduction in budget will not prevent the Adoption Service from continuing to achieve the above.	N	Continue to produce all information bi-lingually. Continue to provide the Service through the Welsh Language when required.	We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.	N

<i>Opportunities for persons to use the Welsh language</i>	All Information is available through the medium of Welsh. SW can undertake Assessments using Welsh – Saving will not impact on this.	N	As Above	As Above	N
<i>Treating the Welsh language no less favourable than the English language</i>	As above	G	As Above	As Above	G
<i>Opportunities to promote the Welsh language</i>	As above	G	As Above	As Above	G
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice. The proposed cuts will not impact upon this.	N		a) There is no evidence of Delay. b) No Complaints that people feel they have been discriminated against.	E
<i>Age</i>	Prospective Adopters will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this.	N		As Above	
<i>Disability</i>	Prospective Adopters will not be disadvantaged on the basis of Disability - The proposed cuts will not impact upon this.	N		As Above	
<i>Gender reassignment</i>	Prospective Adopters will not be disadvantaged on the basis of any Gender Reassignment - The proposed cuts will not impact upon this.	N		As Above	
<i>Marriage or civil partnership</i>	Prospective Adopters will not be disadvantaged on the basis of their marital status - The proposed cuts will not impact upon this.	N		As Above	

<i>Race</i>	Prospective Adopters will not be disadvantaged on the basis of Race - The proposed cuts will not impact upon this.	E		As Above	
<i>Religion or belief</i>	Prospective Adopters will not be disadvantaged on the basis of Religious Belief - The proposed cuts will not impact upon this.	E		As Above	
<i>Sex</i>	Prospective Adopters will not be disadvantaged on the basis of Sex - The proposed cuts will not impact upon this.	N		As Above	
<i>Sexual Orientation</i>	Prospective Adopters will not be disadvantaged on the basis of Sexual Orientation - The proposed cuts will not impact upon this.	N		As Above	
<i>Pregnancy and Maternity</i>	Prospective Adopters will not be disadvantaged on the basis of being pregnant - The proposed cuts will not impact upon this.	N		As Above	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>					
<i>Collaboration: Working together with other partners to deliver.</i>	The reduction in budget is proposed due to closer collaboration with other Local Authorities.	G			
<i>Involvement: Involving those with an interest and seeking their views.</i>	N/A				
<i>Prevention: Putting resources into preventing problems occurring or getting worse.</i>	N/A				

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The reduction in Budget will not impact on the ability to provide Adoptive Families to Children who are not able to remain part of their birth family.	N	We will be able to continue to Assess Potential Adopters who can be matched with children who cannot continue to live with their birth family.	a) Assessed more Adoptive parents than required which has led to Powys selling adoptive families to other Local Authorities. b) Trend Analysis shows a fall in number of new born babies over 5 years and the significant number of adoptions are children under 5 years of age (78%)	N
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The proposed reduction will not affect our ability to move (when it is the permanence plan) a child on from a Foster Placement to an Adoptive Family.	N	We will be able to continue to Assess Potential Adopters who can be matched with children who cannot continue to live with their birth family.	a) Children subject to Placement Orders are moved to adoptive placements usually within 6 months. b) In cases over 6 months there are additional complexities.	N

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Powys Childrens Services do not ensure children move to adoptive placements in a timely manner.	Medium	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Having considered all of the evidence, reducing the numbers of staff within the Adoption Team, given the development of regional working and having considered the population trends and numbers of Children who will need to be adopted, would appear to have very little effect on the Council's ability to provide a good quality service in the future.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		√

8. Mitigating Actions

Action	Residual Risk
Continue to work closely with Regional Adoption Service to ensure that children move to adoptive placements	Low
Continue to ensure that they recruit sufficient number of adopters to meet demand	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
1) On Going Performance Management in respect of Key Performance Indicators.
2) Management Board will monitor the performance of the Mid and West Wales Adoption Service.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

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The integrated approach to support effective decision making



Budget Saving	066 – Regional adoption service					
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
This proposal will help us to support our staffing as we move towards a regional approach.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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The integrated approach to support effective decision making



Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving		070 – Remove support posts x 4			
Outline Summary					
<p>Remove support staff posts – Reconfiguration of the provision of Personal Education Plans.</p> <p>Remove support posts x 4. Support staff are critical in ensuring Childrens Services are able to fulfil their statutory requirements as a public facing operational service. The deletion of these posts along with a reduction in support to the service corporately will have a significant impact on service delivery with SW resources being diverted (inefficient). Public Consultation required. Equality Impact Assessment and Community Impact Assessment required. Cabinet Decision.</p> <p>The majority of these saving are due to take place in 2018/19 however £35,000 has been identified for 2016/17.</p> <p>The saving for 2016/17 have been identified as part of the reconfiguration in the way in which we produce Personal Education Plans (PEP's) for our looked after children. This reconfiguration will result in social workers and school based staff taking on board the responsibilities for the completion of PEP's that were previously completed by the LAC Education Coordinator with this role now providing training, and quality assurance around the completion of PEP's Funding for the re-configured service delivery will be tri funded by Children's Service, Education, and a new Pupil Deprivation Grant, and it is the inclusion of this grant funding which will realise the savings for Children's Services.</p>					

Page 498 SIIA Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1.0	Pauline Higham	Head of Service	16.12.2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The service re-alignment will see increased requirements placed on social workers and reductions in their ability to undertake direct work.	I	Strategic Review – The service is currently in the process of completing a full service review and social work capacity will form part of this work		
Developing the economy	N/A				

Improving learner outcomes for all, minimising disadvantage	Social workers will have a closer relationship with the looked after child and will be well placed to work with the children and young people in order to create a PEP that meets their needs. It will also allow for Social Workers to develop a closer working relationship with schools. Initially consistency of quality of PEPS may be an issue.	F	The revised role of the LAC Education Coordinator will support and train social workers around the completion of PEP's, and along with the Independent Reviewing Officers will provide quality assurance over the PEP's	Options document available	
Remodelling council services to respond to reduced funding					

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The reconfiguration of the service and continued focus on improving the educational attainment for our looked after children will continue to be a focus for the authority as part of this change.	I	The service will monitor the quality and effectiveness of PEPS as part of the review process for looked after children, but as Corporate Parents we will continue to monitor educational attainment of our looked after children.		
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>	N/A				
<i>Treating the Welsh language no less favourable than the English language</i>	N/A				
<i>Opportunities to promote the Welsh language</i>	N/A				
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The attainment of our looked after children is a significant priority for the service and this change supports our young people to achieve their potential	N			
<i>Age</i>	N/A				
<i>Disability</i>	N/A				
<i>Gender reassignment</i>	N/A				
<i>Marriage or civil partnership</i>	N/A				
<i>Race</i>	N/A				
<i>Religion or belief</i>	N/A				
<i>Sex</i>	N/A				
<i>Sexual Orientation</i>	N/A				
<i>Pregnancy and Maternity</i>	N/A				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The reconfiguration of the service utilises grant funding for the next 3 years.	P	The reconfigured service will utilise the LAC Education Coordinator post to train and support social workers in the completion of PEP's		
Collaboration: <i>Working together with other partners to deliver.</i>	This change will enhance the working relationships between, social workers, schools, and education services.	F			
Involvement: <i>Involving those with an interest and seeking their views.</i>	N/A				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	This policy change is focuses exclusively on improving the attainment of our looked after children and ensuring they achieve their best possible educational outcomes	G			

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Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Additional requirement being placed on social workers	Medium	Low	Low
Does it have potential to impact on another service area?			
Yes – Education/Schools will also have an additional requirement to support the production of PEP's			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
The service has been reviewing the role of the LAC Education Coordinators for the past 18 months and various papers have been produced highlighting options for new ways of working. The guidance for Pupil Deprivation Grant which is being used to fund the service reconfiguration. In addition the Health and Social Services Well Being Act (2014) highlights the needs for Independent Reviewing Officers to ensure plans are informed, up to date and effective.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The service reconfiguration will result in an increase of work for social workers initially, however in the long term should result in high quality plans and improved outcomes for our looked after children.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	√

8. Mitigating Actions

Action	Residual Risk
Annual review as part of the spending in respect of the Pupil Deprivation Grant to ensure reconfigured service meets the educational needs of our looked after children.	Low
Strategic Review	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The service currently has a performance measure to monitor the timeliness of Personal Education Plans, this will remain in place and results will be monitored against historic trends on a quarterly basis. The service will continue to monitor the educational attainment as part of its Corporate Parenting Responsibilities. Independent Reviewing Officers will review PEP's at each LAC review in order to ensure they are meeting the child's needs. The LAC Coordinator will ensure quality as part of the quality assurance framework put in place around PEP's.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Budget Saving	070 – Remove support posts x 4					
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder Cllr Graham Brown

1. Cabinet Observations

General Comments
The planned service re-organisation is able to adequately mitigate the effects of this saving.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet
Strategic Review

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Cyngor Sir Powys County Council
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Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	076 – Restructure legal team to realise greater efficiencies and savings				
Outline Summary					
To achieve savings in the overall legal services budget but to avoid risk to the authority by reducing firstly support staff and reducing fee earners in areas where a reduction can be made without effecting the level of legal service provided in that area while overall providing a good legal service to both members of the Council and its officers					

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

Version	Author	Job Title	Date
1	Nigel Vaughan	Professional Lead-Legal	20 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			
Developing the economy		N			
Improving learner outcomes for all, minimising disadvantage		N			
Remodelling council services to respond to reduced funding	Reduces cost to the service	G		Business case	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Impacts negatively because of the reduction of jobs	p	Efficient management of existing staff	Business case	N
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).		N			

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.		N			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.		N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.		N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.		N			
<i>Opportunities for persons to use the Welsh language</i>		N			
<i>Treating the Welsh language no less favourable than the English language</i>		N			
<i>Opportunities to promote the Welsh language</i>		N			
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.		N			
<i>Age</i>		N			
<i>Disability</i>		N			
<i>Gender reassignment</i>		N			
<i>Marriage or civil partnership</i>		N			
<i>Race</i>		N			
<i>Religion or belief</i>		N			
<i>Sex</i>		N			

Sexual Orientation		N			
Pregnancy and Maternity		N			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Lack of financial resources against safeguarding provision of in house legal services	G		Business Case	
Collaboration: Working together with other partners to deliver.		G			
Involvement: Involving those with an interest and seeking their views.		G			
Prevention: Putting resources into preventing problems occurring or getting worse.		N			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.		N			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		N			
Corporate Parenting: Enabling our looked after children to fulfil their potential.		N			

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Increases workload and exposes staff to making a mistake whilst working under pressure	Medium	Low	Low
Does it have potential to impact on another service area?			
Increase workload exposing staff to more pressure whereby a mistake can be made			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Saves money but does increase work pressure to existing staff			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Individuals workflow will be actively monitored against the amount of savings achieved

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Vaughan		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Councillor Phil Pritchard		

Budget Saving	076 – Restructure legal team to realise greater efficiencies and savings						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Phil Pritchard

1. Cabinet Observations

General Comments
Change to low risk.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving					
Outline Summary					
To achieve savings in the overall legal services budget but to avoid risk to the authority by reducing firstly support staff and reducing fee earners in areas where a reduction can be made without effecting the level of legal service provided in that area while overall providing a good legal service to both members of the Council and its officers					

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

Version	Author	Job Title	Date
1	Nigel Vaughan	Professional Lead-Legal	20 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			
Developing the economy		N			
Improving learner outcomes for all, minimising disadvantage		N			
<i>Remodelling council services to respond to reduced funding</i>	Reduces cost to the service	G		Business case	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Impacts negatively because of the reduction of jobs	P	Efficient management of existing staff	Business case	N
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).		N			

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.		N			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.		N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.		N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.		N			
<i>Opportunities for persons to use the Welsh language</i>		N			
<i>Treating the Welsh language no less favourable than the English language</i>		N			
<i>Opportunities to promote the Welsh language</i>		N			
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.		N			
<i>Age</i>		N			
<i>Disability</i>		N			
<i>Gender reassignment</i>		N			
<i>Marriage or civil partnership</i>		N			
<i>Race</i>		N			
<i>Religion or belief</i>		N			
<i>Sex</i>		N			

Sexual Orientation		N			
Pregnancy and Maternity		N			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Lack of financial resources against safeguarding provision of in house legal services	G		Business Case	
Collaboration: Working together with other partners to deliver.		G			
Involvement: Involving those with an interest and seeking their views.		G			
Prevention: Putting resources into preventing problems occurring or getting worse.		N			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.		N			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		N			
Corporate Parenting: Enabling our looked after children to fulfil their potential.		N			

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Increases workload and exposes staff to making a mistake whilst working under pressure	Medium	low	low
Does it have potential to impact on another service area?			
Increase workload exposing staff to more pressure whereby a mistake can be made			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Saves money but does increase work pressure to existing staff			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Individuals workflow will be actively monitored against the amount of savings achieved

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Vaughan		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Councillor Phil Pritchard		

Budget Saving	077 Miscellaneous savings						
Service Area	Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Phil Pritchard

1. Cabinet Observations

General Comments
Saving relates to a single member of staff and is an administrative position. The post will be removed with effect from 1 st April 2016. Consultation is due to start in January. HR advice has been sought.
Low risk.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	078 – Increase legal fees payable from third parties				
Outline Summary					
To increase the amount of income from third parties by providing legal services to other councils who do not have legally qualified experts in their organisation due to staff shortages but to avoid risk to the authority and to provide a good legal service to both members of the Council and its officers					

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

Version	Author	Job Title	Date
1	Nigel Vaughan	Professional Lead-Legal	20 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			
Developing the economy		N			
Improving learner outcomes for all, minimising disadvantage		N			
Remodelling council services to respond to reduced funding		F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Generating income and increasing effective work time resources	G	In house Training –effective management whilst evaluating capacity	Business case	G
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).		N			

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.		N			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.		N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.		N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.		N			
<i>Opportunities for persons to use the Welsh language</i>		N			
<i>Treating the Welsh language no less favourable than the English language</i>		N			
<i>Opportunities to promote the Welsh language</i>		N			
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.		N			
<i>Age</i>		N			
<i>Disability</i>		N			
<i>Gender reassignment</i>		N			
<i>Marriage or civil partnership</i>		N			
<i>Race</i>		N			
<i>Religion or belief</i>		N			
<i>Sex</i>		N			

Sexual Orientation		N			
Pregnancy and Maternity		N			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.		G			
Collaboration: Working together with other partners to deliver.		G			
Involvement: Involving those with an interest and seeking their views.		G			
Prevention: Putting resources into preventing problems occurring or getting worse.		N			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.		N			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		N			
Corporate Parenting: Enabling our looked after children to fulfil their potential.		N			

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inability to generate income	Medium	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
Generates income but does increase work pressure to existing staff			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Level of income will be monitored.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Vaughan		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:			

Budget Saving	078 – Increase legal fees payable from third parties						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Phil Pritchard

1. Cabinet Observations

General Comments
We currently undertake conveyancing for other authorities as well as providing legal services to National Parks. This proposal will increase the fees charged to those authorities.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Cyngor Sir Powys County Council
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Service Area	Legal & Democratic Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	079 – Misc. savings from various budget lines 080 – Explore increasing recharge costs to National election				
Outline Summary					
1. Reduction in various cost centres including photocopying, publicity, and training in budget FS230. 2. Increase revenue from national elections – ensure that the RO is charged a share of the internal Council recharges for Finance, Legal, IT and office accommodation.					

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

Version	Author	Job Title	Date
1	Sandra Matthews	Principal Elections officer	14/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Contributing to Budget Savings	N			N

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Increasing revenue from National Elections will help make it a more sustainable service.	N			N
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

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The integrated approach to support effective decision making



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Potentially sending the Returning Officer over the maximum recoverable amount for a particular election	Low	Low	
Does it have potential to impact on another service area?			
Reduction in photocopying will mean less work being sent to the reprographics team.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Most of these savings are a reduction in budget which will require a change of business process but will have little impact on delivery to customer.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		Low

8. Mitigating Actions

Action	Residual Risk
NONE	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Assess impact of reduction in training events on the staff knowledge base during IPRs.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sandra Matthews		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Councillor Phil Pritchard		



081 Introduce
charge of £20 for ea

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Legal & Democratic Services	Head of Service	Clive Pinney	Strategic Director	N/A
Policy / Change Objective / Budget Saving	082 – Introduce charging £20 for credit confirmation letters for electors for credit purposes				
Outline Summary					
Charging £20 for a confirmation of registration /proof of residence letter, which is usually required by electors for credit purposes.					

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

Version	Author	Job Title	Date
1	Sandra Matthews	Principal Elections officer	14/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Additional burden on a person potentially already having financial issues.	I		Benchmark against charges made in other Local Authorities	I
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Increase income will reduce budget saving	I			I

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sandra Matthews		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Councillor Phil Pritchard		

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Legal & Democratic Services	Head of Service	Clive Pinney	Strategic Director	N/A
Policy / Change Objective / Budget Saving	083 – Recover full costs of clerical costs of running Town and Community Council elections				
Outline Summary					
Ensure that the Council recovers the full costs of administrating community Council elections – we will need to review local government fees and charges order and how this will be implemented before we are in a position to assess the impact of increased charges.					

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

Version	Author	Job Title	Date
1	Sandra Matthews	Principal Elections officer	14/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Increasing income will reduce budget saving				

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk

Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sandra Matthews		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Councillor Phil Pritchard		

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	084 – Additional annual income not identified by PWC less (a) proposed income from Birth Certificates, and (b) adopting realistic 2 premises licences a month				
Additional annual income identified by PWC less a) proposed income from registration of births by declaration; and b) adopting realistic 2 premises licences per month and including increase in both premises licence fees and discretionary fees for provision of civil ceremonies at licenced premises					

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

Version	Author	Job Title	Date
2	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Maintain level of service provision	G	Service will no longer run at a financial loss to Powys County Council	Financial records	G
Developing the economy	Maintaining Powys as a wedding destination of choice	G	Increased tourism by people attending ceremonies from outside of Powys & Wales	Number of ceremonies being booked from outside of Powys	G
Improving learner outcomes for all, minimising disadvantage	Provision of long term career prospects in the civil Registration Service	F	Permanent contracts for Registration Staff	Lack of applications when posts advertised as zero hour contracts	
Remodelling council services to respond to reduced funding	Increased fees will dispose of shortfall in budget	G	Regular review of fees charged		

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Encouraging "Ceremony Tourism" results in more money coming into the local economy plus upskilling of registration staff	G	Promoting Powys as a "ceremony destination"		

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Provision of an efficient service registering key events in the lives of residents	G	Where permissible by law, the Registration Service actively works with partners but part time hours does restrict this ability.	Number of partners we work with both in central/local government and through services such as Tell Us Once	G
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Registration of life events and ceremonies are offered bilingually where one or both partners are Welsh speaking	F	Recruitment of Welsh speaking staff of the right calibre, which has always proved to be very difficult	Lack of response to vacancy adverts by Welsh speaking members of the public	F
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data	I			
<i>Age</i>					

Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Ensuring that succession planning is in place for an aging staff profile and that any vacancies are advertised and filled promptly. Registration is a highly specialised area of expertise and the "learning curve" is extremely steep.		The Registration Service can also be affected by legislation passed by the UK Government eg policies affecting marriage laws		
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					

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Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Changes in UK Government policy regarding civil registration	Low	Low	Low
Does it have potential to impact on another service area?			
It would depend on the nature of any changes from the UK Government			

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

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
<p>Fees for premises licences has not increased since 01 April 2009. The discretionary fees charged for civil ceremonies and non-statutory ceremonies have not been increased since 01 April 2012 which has resulted in falling revenue for the Powys Registration Service. Fees should be revised upward and reviewed on an annual basis to ensure that the running of the service does not impact adversely on the budget and that the Powys Registration Service operates on a cost neutral basis.</p>			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

Action	Residual Risk

What arrangements will be put in place to monitor the impact over time?	Monitoring of Registration Service Budget and number of premises licence and civil ceremonies at licenced premises taking place throughout the year
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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		09/12/2015
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	084 – Additional annual income not identified by PWC less (a) proposed income from Birth Certificates, and (b) adopting realistic 2 premises licences a month					
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
Outline Summary – remove comment ‘which will be illegal’.
Section 5 – include risk ratings.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	085 – Additional annual income not identified by PWC – increase non-refundable booking fees for weddings from £20 to £40 civil ceremonies				
Outline Summary					
Increase of non-refundable booking fees from £20 to £40					

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

Version	Author	Job Title	Date
2	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Ensuring that the initial administrative costs of booking ceremonies by telephone or online, together with stationery, printing and staff costs are met and encourage only those ceremonies which have a strong likelihood of proceeding	F		Number of cancellations of ceremonies throughout the year	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Possible complaints regarding the increased booking fee	Low	Low	Low
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Since the introduction of the non-refundable non-deductible booking fee by the Powys Registration Service around 2014, there have been no complaints from members of the public as this ensures that the date and time of the ceremony is guaranteed. It also ensures the Registration Service that any ceremonies booked are not merely speculative and possibly blocking genuine bookings.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
n/a	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring of customer reaction to increase either by comments or customer surveys

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		09 December 2015
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

Budget Saving	085 – Additional annual income not identified by PWC – increase non-refundable booking fees for weddings from £20 to £40 civil ceremonies					
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

5. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	086 – Increase postage & admin fee from £1 to £2				
Outline Summary					
Increase of postage charged to send copy certificates by post from currently £1 to £2					

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

Version	Author	Job Title	Date
1			

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Future proofing against increases in first class mail charges and increased cost of stationery; requests for special/recorded/airmail delivery will be charged at the current Royal Mail charges	P		Royal Mail charges	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Possible reduction in people requesting postage of certificates	Low	Low	Low
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The postage fee has not been increased since 2009 despite increases in charges by Royal Mail for first class post and stationary costs	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
n/a	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring of people calling in to collect certificates against the number of people paying the increased postage

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	087 – Restrict statutory weddings at £46 to Mon-Fri only				
Outline Summary					
The Registration Service is obliged to provide civil ceremonies at a statutory fee of £46.00 per couple. This proposal is to restrict civil ceremonies at this fee to take place Monday – Friday only and thereby save fees paid to Registrars and staff from Premises who may need to open up council offices where these ceremonies take place. This will remove a loss of £62 per ceremony					

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

Version	Author	Job Title	Date
2	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	Removal of loss of £62 per wedding when these ceremonies take place in council buildings on a Saturday	F		Restrictions of the statutory fee wedding to weekdays is common practice among other registration districts in England and Wales	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data	I			
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

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Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reputational risk / political controversy	Low	Low	Low
Does it have potential to impact on another service area?			
Possible loss of small amount of income to Premises when they are not required to open up council buildings at weekends for ceremonies.			

What additional evidence and data has informed the development of your proposal?
Restrictions of the statutory fee wedding to weekdays is common practice among other registration districts in England and Wales

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
<p>Restriction of ceremonies at the statutory fee of £46 to Monday – Friday will save on additional fees paid to Registrars and Caretakers and will reduce the loss of £62 per ceremony, thus making the Powys Registration Service cost neutral</p>		

8. Mitigating Actions

Action	Residual Risk
n/a	

Number of ceremonies taking place at the statutory fee Monday - Friday	
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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

Budget Saving	087 – Restrict statutory weddings at £46 to Mon-Fri only						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
Section 5: Reputational risk / political controversy

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	088 – Increase a full cost recovery Wedding fee for Saturdays of £160				
Outline Summary					
Increase a full cost recovery Wedding fee for Saturdays of £160.					
The Registration Service is obliged to provide civil ceremonies at a statutory fee of £46.00 per couple. When these ceremonies take place on a Saturday, there are additional costs to the Powys Registration Service for the registrars to attend together with the costs charged by Premises for a caretaker to open and close the Council office where the ceremony takes place.					

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

Version	Author	Job Title	Date
1	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Removal of loss of £62 per wedding when these ceremonies take place in council buildings on a Saturday	P		Statutory ceremonies charged at full cost recovering is common practice among other registration districts in England and Wales	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
People opt for mid-week ceremony at lower price	Low	Low	Low
Does it have potential to impact on another service area?			
Possible loss of small amount of income to Premises when they are not required to open up council buildings at weekends for ceremonies.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Statutory ceremonies charged at full cost recovering is common practice among other registration districts in England and Wales

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Restriction of ceremonies at the statutory fee of £46 to Monday – Friday will save on additional fees paid to Registrars and Caretakers and will reduce the loss of £62 per ceremony, thus making the Powys Registration Service cost neutral	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
n/a	

9. On-going monitoring arrangements?

Number of ceremonies at the statutory fee taking place on a Saturday.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

Cyngor Sir Powys County Council
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Budget Saving	088 – Increase a full cost recovery Wedding fee for Saturdays of £160						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
Risk in Section 5: People opt for mid-week ceremony at lower price.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director
Policy / Change Objective / Budget Saving	089 – Increase fee for using the Chambers for weddings from £100 to £200			
Outline Summary				
<p>Increase fee for using the Council Chambers for weddings from £100 to £200 with full cost recovery ceremonies on Saturdays (£310).</p> <p>Until April 2009, members of the public were able to have a civil ceremony at the statutory fee of £46 even though the ceremonies in the Council Chambers at Neuadd Maldwyn and Powys County Hall can accommodate guests of 86 and 90 people respectively. The fee was raised in 2009 to reflect the size of the room and the number of guests that could be seated for the ceremony.</p>				

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

Version	Author	Job Title	Date
1	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Increase fee for use of Council Chambers to compensate for lack of fee increase since 2009 and also make ceremonies in the Chamber on a Saturday fully cost recoverable. This will assist with making the Powys Registration Service cost neutral	P		Common practice among English and Welsh registration districts to increase fees dependent on number of guests at ceremonies in council premises. Also to make ceremonies on a Saturday fully cost recoverable	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data				
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

Page 564 What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reduced bookings at weekends	Low	Low	Low
Does it have potential to impact on another service area?			
Possible loss of small amount of income to Premises when they are not required to open up council buildings at weekends for ceremonies.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Statutory ceremonies charged at full cost recovery as well as charging increased fees dependent on number of guests attending at Council premises is common practice among other registration districts in England and Wales

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Increase fee for use of Council Chambers to compensate for lack of fee increase since 2009 and also make ceremonies in the Chamber on a Saturday fully cost recoverable. This will assist with making the Powys Registration Service cost neutral	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
n/a	

9. On-going monitoring arrangements?

Number of ceremonies at the proposed increased fees taking place in the Council Chambers at Neuadd Maldwyn and Powys County Hall on a Saturday.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		09 December 2015
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

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Budget Saving	089 – Increase fee for using the Chambers for weddings from £100 to £200						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
Section 5: Risk – Reduced bookings at weekends.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director
Policy / Change Objective / Budget Saving	090 – Introduce fees for weddings in larger decommissioned rooms			
Outline Summary				
At the present time, civil ceremonies at the statutory fee of £46 can take place in a number of rooms which are licenced in council buildings. These rooms can accommodate wedding parties ranging from 10 to 36 in size. It is therefore proposed that civil ceremonies at statutory fees should only take place in the registration office where a maximum of 6 people are present (i.e. two registrars, and the bridal party and two witnesses). The larger rooms, which can accommodate larger number of guests, would be re-licenced and a higher fee levied for ceremonies Monday – Friday, with full cost recovery for ceremonies on a Saturday.				

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

Version	Author	Job Title	Date
1	Bronwyn Curnow	Registration Service Manager	09 December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				

<p>Remodelling council services to respond to reduced funding</p>	<p>Ceremonies at statutory fees of £46 will still be available for those who wish to marry in the registration office with only two witnesses present. Couples will also have a choice of booking a larger room should they wish to have other guests present.</p> <p>This will assist with making the Powys Registration Service cost neutral.</p> <p>Common practice among English and Welsh registration districts to offer ceremonies at the statutory fee in registration offices with a maximum of 6 people present. Increase and to offer ceremonies in rooms where larger number of guests can be accommodated at a higher fee. Also to make ceremonies on a Saturday fully cost recoverable.</p>	<p>F</p>			
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3. How does your policy / change objective / budget saving impact on the Welsh Government's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>n/a</p>				
<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>	<p>n/a</p>				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Possible complaints regarding the use of registration offices for ceremonies	Low	Low	Low
Does it have potential to impact on another service area?			
Possible loss of small amount of income to Premises when they are not required to open up council buildings at weekends for ceremonies.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Common practice among English and Welsh registration districts to offer ceremonies at the statutory fee in registration offices with a maximum of 6 people present. increase and to offer ceremonies in rooms where larger number of guests can be accommodated at a higher fee Also to make ceremonies on a Saturday fully cost recoverable

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Common practice among English and Welsh registration districts to offer ceremonies at the statutory fee in registration offices with a maximum of 6 people present. increase and to offer ceremonies in rooms where larger number of guests can be accommodated at a higher fee Also to make ceremonies on a Saturday fully cost recoverable	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
n/a	

9. On-going monitoring arrangements?

Number of ceremonies taking place in Registration Offices as opposed to the proposed de-commissioned rooms in the same council buildings.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		09 December 2015
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

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Budget Saving	090 – Introduce fees for weddings in larger decommissioned rooms						
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Powys Registration Service	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	091 – Eradicate losses for providing services in outlying registrars offices				
Outline Summary					
Powys Registration Service currently provides services at Hay on Wye, Builth Wells, Llanidloes, Knighton, Llanfyllin and Machynlleth where the registrar only attends when an appointment is requested by the service user. Registrars are paid to cover these offices as well as travelling expenses to/from their designated base. It is proposed that these offices are either closed altogether with services concentrating on Ystradgynlais, Brecon, Llandrindod Wells, Newtown and Welshpool.					

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

Version	Author	Job Title	Date
1	Bronwyn Curnow	Registration Service Manager	26 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Maintain service provision at centrally located core offices	G	Depending on demand on central offices there may be a case to offer increased hours at those locations	Anecdotal evidence that members of the public are already using centrally located core offices	G
Developing the economy	May cause some inconvenience to members of the public	P	Depending on demand on central offices there may be a case to offer increased hours at those locations	As above	F
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Reduction of expenses, including office rental costs, will dispose of shortfall in budget	G	Service will no longer run at a financial loss to Powys County Council	Financial records	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Insufficient data				
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.	6 month consultation to be undertaken and review of other options in respect of Machynlleth				
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

Page 576 What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Increased demand at centralised offices		Low	
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
Budget exercise indicated the cost to the Registration Service for provision of the outstation service, all of which are in deficit.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Budget exercise indicated the cost to the Registration Service for provision of the outstation service, all of which are in deficit.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		x

8. Mitigating Actions

Action	Residual Risk
See above	

9. On-going monitoring arrangements?

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

A six month consultation will take place prior to the closure of any of the outstations

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Bronwyn Curnow		26 October 2015
Head of Service:	Clive Pinney		
Strategic Director:			
Portfolio Holder:			

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Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	092 – Misc. savings from various budget lines				
Outline Summary					
£10,820 Miscellaneous Savings from Members Budget					

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	11 Dec 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a	N			
Remodelling council services to respond to reduced funding	Contributes to savings	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Cabinet and Members have been consulted through the budget workshop process.			Cabinet report and workshop documentation	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Member resistance which leads to failure to deliver the saving	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Members contribution toward budget savings			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Phil Pritchard		

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Budget Saving	092 – Misc. savings from various budget lines				
Service Area	Corporate Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
				Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
Risk: Member resistance which leads to failure to deliver the saving.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	093 – Reduce catering budget				
Outline Summary	Reducing tea and coffee to Members				

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Contributes to savings	f			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/a				
Collaboration: Working together with other partners to deliver.	N/a				
Involvement: Involving those with an interest and seeking their views.	Cabinet and Members have been consulted through the budget workshop process	N		Cabinet report and workshop documentation	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
None	low	low	low
Does it have potential to impact on another service area?			
Catering – loss of revenue			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Members contribution toward budget savings			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

Mitigating Actions

Action	Residual Risk
none	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:			

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Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	095 – Reduce travel expenses				
Outline Summary					
Reduce Members travel expenses from £105k by increased use of video conferencing, car sharing, reduction in meetings and reduction in membership of committees					

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Contributes to savings	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Reduction in member travel	F			

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	Cabinet and Members have been consulted through the budget workshop process			Cabinet report and workshop documentation	
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Members not car sharing, no reduction in the number of meetings or reduction in committee membership			
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Members' contribution toward budget savings			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

8. Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Phil Pritchard		

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Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	096 – Reduce Professional Subscription				
Outline Summary	Reduce Members professional subscriptions from £102,560				

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a	N			
Remodelling council services to respond to reduced funding	Contributes to savings	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Cabinet and Members have been consulted through the budget workshop process.			Cabinet report and workshop documentation	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
None	Low	Low	low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Members contribution toward budget savings			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Phil Pritchard		

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Service Area	Business Services	Head of Service	Mr Mark Evans	Strategic Director	Mr David Powell
Policy / Change Objective / Budget Saving		099 – Review of Executive			
Outline Summary					
Business Services have been asked to review the existing provision of PA / Secretarial support for the Authority. The review includes Members, Chief Executive, Strategic Directors, Heads of Service and Senior Officer Support.					

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

Version	Author	Job Title	Date
V1	Nicola Williams	Project Manager – Business Services	15 th December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A	N			
Developing the economy	N/A	N			
Improving learner outcomes for all, minimising disadvantage	N/A	N			
<i>Remodelling council services to respond to reduced funding</i>	Review provision of existing PA/ Secretarial Support to realise efficiencies	G		Report to Chief Executives Management Team from Head of Business Services	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Efficient use of resources in order to meet the Council's Financial target	F		Management Team Report	

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	N/A				
<i>Treating the Welsh language no less favourable than the English language</i>	All staff will be consulted with equally	G		Management Report, various communications to staff	
<i>Opportunities to promote the Welsh language</i>	N/A				
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	All staff will be consulted with equally	F		Management Report, various communications to staff	
<i>Age</i>					
<i>Disability</i>					

Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The review will look at the future use of technology for future provision of service to potentially create efficiencies. Meetings have been arranged with all Managers to obtain their requirements and views for future service delivery.	F		Management Team Report	
Collaboration: <i>Working together with other partners to deliver.</i>	N/A				
Involvement: <i>Involving those with an interest and seeking their views.</i>	An initial meeting has taken place with all staff and the Strategic Director (Resources). All staff have received a communication from the Chief Executive, Head of Business Services and the Officer assigned to lead on the work. A communication has also been sent to the Unions and HR. Meetings have been arranged with all Managers to obtain their requirements and views for future service delivery. In addition all staff are being engaged with through Surgery type meetings either individually or in small groups.	G		One to one meetings with Line Managers. Surgery type meetings with staff either individually or in small groups. E-mail correspondence to Managers and staff.	

Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Less efficient service delivery; 2. Failure to achieve level of savings required.	Medium	Low	Low
Does it have potential to impact on another service area?			
- Yes this work will have an impact across all service areas within the council.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
A review is currently taking place of the Council's PA / Secretarial support which will shape the future provision of this service.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

8. Mitigating Actions

Action	Residual Risk
Staff consultation and engagement	
HR and unions involved in process	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Feedback from Managers and Staff.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nicola Williams		15 th December 2015
Head of Service:	Mark Evans		15 th December 2015
Strategic Director:	David Powell		15 th December 2015
Portfolio Holder:	Cllr Phil Pritchard		15 th December 2015

Budget Saving	099 – Review of Executive					
Service Area	Chief Executives and Communications	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
Section 5 – Risk 1 – Less efficient service delivery.
Probability Low. Inherent Risk Low.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Chief Executives	Head of Service		Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	100 – Reduction in allowance for Council chair and Shires chairs				
Outline Summary					
To reduce the level of funding given to the Chairman of Council and Shire Chairs which is used for fundraising and promoting Powys.					

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

Version	Author	Job Title	Date
1	Elizabeth Protheroe	Personal Assistant to the Chairman of the Council/Board	8 th January 2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	This saving will contribute the Council's reduced funding.	F		Because this is a 'hands on' way of promoting Powys, there is no documented evidence to support the important role of the Chairman.	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

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Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
None	None	None	None
Does it have potential to impact on another service area?			
No			

What additional evidence and data has informed the development of your proposal?	n/a
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Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
<p>The Chairman of Council is a very important role to promote Powys. Although money is given to charity, a lot of it is raised through the Chairman's fundraising activities.</p> <p>The Chairman carries out good work for charities whilst promoting Powys at the same time.</p> <p>A strict criteria should be applied which states that funding should not be given direct to charities, the money instead should be used to promote the council and increase fund raising to give to charities.</p> <p>A strict criteria should be applied to funding – it should be used to help with fund raising events and used to promote the County Council. Should not be allowed to be given direct to Charity. Any remaining money should rollover to the next year. If the Chairman has to give funding directly to charity, a maximum limit (e.g. £100) should be allowed to be given to charity.</p> <p>All fundraising should be on the basis of promoting the Council.</p> <p>In special circumstances for one-off funding, this needs to be authorised by both the Chief Executive and the Executive Leader.</p>			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

Action	Residual Risk
None	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Elizabeth Protheroe		08/01/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Budget Saving	100 – Reduction in allowance for Council chair and Shires chairs						
Service Area	Chief Executives & Member Services	Head of Service	n/a	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Darren Mayor

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

Additional Mitigation

Further mitigation requested by Cabinet

Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	CEMS	Head of Service	Anya Richards	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	102 – Removal of Communications staff from Emergency Rota				
Outline Summary					
Budget Saving 16/17 removal of comms staff from emergency rota saving 12K					

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

Version	Author	Job Title	Date
1	AR	Senior Comms Manager	1 October

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	AR/JE provide informal on call service without cost	N	AR/JE provide best informal on call service without cost and Emergency Planning contacts HoS & Dirs	Previous instances of being called out	
Developing the economy	As above	N	As above	As above	
Improving learner outcomes for all, minimising disadvantage	As above	N	As above	As above	
Remodelling council services to respond to reduced funding	As above	N	As above	As above	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Emergency Planning will use the systems in place to deliver the service				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
AR/JE unavailable	L	L	L
Does it have potential to impact on another service area?			
Emergency Planning will use existing processes and contact the HoS or Dir on the rota			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This will have a neutral impact provided Emergency Planning use existing procedures. AR/JE will continue to provide informal service and can be contacted.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	Low

Mitigating Actions

Action	Residual Risk
Inform Emergency Planning post budget decision.	Low

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Service Area	CEMS	Head of Service	Anya Richards	Strategic Director	Chief Executive
Policy / Change Objective / Budget Saving	105 – Budget Saving £21K on events budget 16/17				
Outline Summary					
The total PR budget for events (known as the RWS budget) is currently £42K. This covers RWS, Winter Fair, Staff Awards and supports other events eg Leadership Conference. This saving will reduce the budget to £21K					

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

Version	Author	Job Title	Date
1	AR	Senior Comms Manager	1 Oct 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Potentially reduces the council's ability to promote the county positively at public facing and staff events	P	Explore potential with other services/partners to contribute to cost and running of events		F
Developing the economy	As above	P	As above		F
Improving learner outcomes for all, minimising disadvantage	As above	P	As above		F
Remodelling council services to respond to reduced funding	As above	P	As above		F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Participating in events shows the county and the council in a positive and vibrant light	P	Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively		F
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Participating in events allows us to promote a range of health and wellbeing issues	P	Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively		F
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Participating in events allows us to promote Powys as attractive, viable, safe and well connected.	P	As above		F
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Participating in events allows us promote the county's cultural heritage and welsh language and show how vibrant and lovely the county is to all	P	Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively		F
<i>Opportunities for persons to use the Welsh language</i>	Welsh language is promoted and people are encouraged and able to speak in Welsh	P	As above		F
<i>Treating the Welsh language no less favourable than the English language</i>	As above	P	As above		F
<i>Opportunities to promote the Welsh language</i>	As above	P	As above		F
<i>People are encouraged to do sport, art and recreation.</i>	As above	P	As above		F
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The impacts will be the same				
<i>Age</i>	N/A				
<i>Disability</i>	N/A				
<i>Gender reassignment</i>	N/A				
<i>Marriage or civil partnership</i>	N/A				
<i>Race</i>	N/A				
<i>Religion or belief</i>	N/A				

Sex	N/A				
Sexual Orientation	N/A				
Pregnancy and Maternity	N/A				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	Public perception of PCC as actively promoting the county diminishes	P	Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively		F
Collaboration: Working together with other partners to deliver.	Public perception of working with partners could improve	F	As above		G
Involvement: Involving those with an interest and seeking their views.	Reduces opportunities for direct engagement	P	As above		F
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Public perception of PCC as actively promoting the county diminishes	P	Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively		f
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Participating in events shows the county and the council in a positive and vibrant light. Public perception of PCC as actively promoting the county diminishes if we are not present.	M	M	<
Does it have potential to impact on another service area?			
Services may not be able to be represented at major events, and some services may have to contribute to costs and organisation of events.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Explore potential with other services/partners to contribute to cost and running of events would still allow us to promote the county positively	L
Increase the use of Members at these functions	
Cabinet members to buy their own tickets to events	

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anya Richards	A Richards	1 October 15
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Budget Saving	105 Reduction in events					
Service Area	Chief Executive & Member Services	Head of Service	Anya Richards	Strategic Director	Jeremy Patterson	Portfolio Holder Cllr Phil Pritchard

1. Cabinet Observations

General Comments
This budget has traditionally only covered RWS, Winter Fair and Staff Awards. The National Eisteddfod had an allocated budget as this was a one-off.
It was the view of a considerable number of Members at the Member Seminars that the Council should use Members at these functions to help reduce costs, and that Cabinet members should not enjoy free tickets to events.
Change to a low risk.

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

3. Additional Mitigation

Further mitigation requested by Cabinet
Increase the use of Members at these functions
Cabinet members to buy their own tickets to events

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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Service Area	CEMS	Head of Service	Anya Richards	Strategic Director	Chief Executive
Policy / Change Objective / Budget Saving	106 – Stopping lease car				
Outline Summary					
Member of staff chose not to renew lease car – £2000 saving					

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

Version	Author	Job Title	Date
1	Anya Richards	Senior Communications Manager	1 st October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	N/A				

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A (applies to all in the section)				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development	N/A all through this section				
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
No impact on service delivery other travel arrangements in place. Potential increased cost of mileage reimbursement	L	L	L
Does it have potential to impact on another service area?			
Potential increased cost of mileage reimbursement. Potential increase use of pool car			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		L

8. Mitigating Actions

Action	Residual Risk
Greater use of Lync to reduce travel	L

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anya Richards	A Richards	1 October 15
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	107e – Income Saving from PWC Review				
Outline Summary					
Income Generation – To create a commercial model for corporate fraud					

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

Version	Author	Job Title	Date
1	David Morris	Professional Lead – Income & Awards	11/1/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	Positively impact as an income stream		None as positive	None as yet other than when product is developed and rolled out	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	None				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	none				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	none				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	none				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	none				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	none				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	None				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
No risk	None	Low	None
Does it have potential to impact on another service area?			
no			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

What additional evidence and data has informed the development of your proposal?
None at this time as product is unknown

Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
No risk of impact. More known possibly when product is known.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X


8. Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
None

10. Sign Off

Position	Name	Signature	Date
Service Manager:	David Morris		11/1/16
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Budget Saving	107e – Income Saving from PWC Review						
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	110 – Progression of e-mail correspondence				
	112 – Progression of e-mail correspondence				
Outline Summary					
Reduction in postage and stationary from Powys County Council due to increased use of alternative communication methods.					

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

Version	Author	Job Title	Date
V1	Anne Marie Davies / Graham Evans	Professional Leads – Business Support and Employment Services	15/10/15
V2	Anne Marie Davies / Graham Evans	Professional Leads – Business Support and Employment Services	23/10/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Review current needs and levels of postage and stationary, rationalising wherever possible	F	Improve communication and awareness and sustain this message. Potential systems enhancements	Baseline data. Employment Services and Business Support Working Groups	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal, optional service	N	Engagement with customers	Dialog with customers	N
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Work with other services and employees	F			
Involvement: Involving those with an interest and seeking their views.	Consultation and awareness with employees and services	F			
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Accessibility of data	F			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate take up resulting in failure to achieve savings	Low	Medium	Low
Does it have potential to impact on another service area?			
All service areas, employees and customers			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Progression of e-mail correspondence (Business Support and Employment Services) through review of current needs and levels of postage and stationary with services, customers and employees. Implementation of outcomes of Review should lead to a reduction in postage and stationary from Powys County Council and an increase in use of alternative communication methods.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Employment Services / Business Support Working Groups / Service Management Team Meeting / data analysis

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies / Graham Evans		23/10/15
Head of Service:	Mark Evans		23/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Pritchard		

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	113 – Service Re-Design				
Outline Summary					
Reduction of 2 FTE in Income and Awards - £58k saving – Movement to centralised services in Student finance and Benefit fraud has resulted in 2 vacant posts					

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

Version	Author	Job Title	Date
V1	DJM	Professional Leads – Income and Awards	15/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Reduced funding from central gov funds and need for reduced cost of service help to achieve this priority	G	There are no negative impacts as service has been centralised	Baseline data.	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	NA				
Involvement: Involving those with an interest and seeking their views.	NA				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	NA				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
No risk	Low	Medium	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Both benefit fraud and student awards have become centralised services. There as the service will be continuing removing these posts will have no negative impact on Powys Council or its citizens			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			LOW

8. Mitigating Actions

Action	Residual Risk
None required	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
None

10. Sign Off

Position	Name	Signature	Date
Service Manager:	David Morris		15/10/15
Head of Service:	Mark Evans		15/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

Service Area	Income and Awards	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	114 – Staff Vacancies				
Outline Summary					
Income and Awards Service Re-Design - £68k – To improve the efficiency and customer experience of the Income and Awards service by identifying actual customer need, eliminating failure and re-designing the service to fit with the customer purpose. This is a joint project with Customer Services.					

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

Version	Author	Job Title	Date
Version 1	David Morris	Income and Awards Manager	15 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Decision making at first point of contact with greater access in Local Communities. Taking a holistic view and better understanding of the customer's needs.	G		Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Reducing failure and improving design of service to realise efficiencies	G	Review of rest of Income and Awards services	Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Team support to support Powys citizens directly to improve financial health and therefore quality of life.	F	Improving links with third sector, organisations to create partnership approach	Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	G
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Connecting to the customers locally within their communities with drop in sessions	F	As above	As above	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Maintaining current level of service by providing information in Welsh.	N			
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

Opportunities to promote the Welsh language					
People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service	N	Increase monitoring all 9 protected characteristics		F
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race	Ethnicity monitoring				
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Improve collaboration with third sector partners and agencies e.g. DWP and internal partners	F	Customer Services review, welfare reform.	Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	G
Involvement: Involving those with an interest and seeking their views.	Talking to customers and partners	G	N/A	As above	

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Prevention: Putting resources into preventing problems occurring or getting worse.	Preventing people going into financial difficulties	F	Partnership working	As above	G
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Improving customer service with additional benefits to partners and internal services. Improving financial health of citizens with potential benefits to the local economy	F	N/A	As above	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Preventing people going into financial difficulties	F	Partnership working	As above	G
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
See risk register	Low	Low	Low
Does it have potential to impact on another service area?			
Customer Services / Housing / Social Care			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Service redesign across Income and Awards will seek to put the customer first and will be looking to improve efficiency (and reduce cost) but also the service the customer receives to offer excellent value for money. .			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

8. Mitigating Actions

Action	Residual Risk
None	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
In line with being managed through project risk registers and Project Governance

10. Sign Off

Position	Name	Signature	Date
Service Manager:	David Morris		15/10/15
Head of Service:	Mark Evans		15/10.15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

Service Area	Professional Services	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	117 – Redesign of Internal Audit Service				
Outline Summary					
Redesign of internal Audit Service delivery model based upon assessed organisational need at a 20% reduced cost. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party or external organisation.					

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

Version	Author	Job Title	Date
V1	Jason Lewis	Head of Professional Services and Commissioning	27/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The objective contributes clearly to this priority by remodelling the Internal Audit Service so that it can be delivered at a reduced cost whilst increasing service quality and resilience	E	A number of opportunities are being explored including a regional model of service delivery which meets both Council and Welsh Government ambitions or a greater degree of collaboration in public service delivery, particularly amongst support functions.	Budget Principles, One Powys Plan, Council Statement of Intent, White Paper – Reforming Local Government	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective.	E	The efficiencies being proposed are believed to be the maximum without introducing concern over the level of resources available to deliver a statutory function		E
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.	The favoured model of future delivery would be through collaboration with other local authorities initially on a regional basis.	E	At this time, the planning for a regional service is at an early stage and therefore presently no further action is necessary	SWT Regional Group objectives for shared services	E
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Insufficient resource available to effectively deliver a statutory function and provide assurance against areas of risk	Low	Medium	Low
Does it have potential to impact on another service area?			
Risk of organisation wide impact			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
This proposal is not expected to impact negatively upon any of the priorities, goals and principles as set out in the SIIA. The proposal contributes positively to organisational and national priorities relating to efficiency and collaboration.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The impact upon customer satisfaction will be monitored through normal performance monitoring arrangements

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ian Halstead		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Wynne Jones		

Service Area	Professional Services	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	118 – Redesign of Insurance Administration Service delivery model				
Outline Summary					
Redesign of insurance administration service delivery model using a commissioning approach to achieve 20% cost savings. All delivery options will be considered including partnership with another provider and delivery via a contractual relationship with a third party organisation.					

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

Version	Author	Job Title	Date
V1	Jason Lewis	Head of Professional Services and Commissioning	27/10/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The objective contributes clearly to this priority by remodelling the Internal Audit Service so that it can be delivered at a reduced cost whilst increasing service quality and resilience	E	A number of opportunities are being explored including a regional model of service delivery which meets both Council and Welsh Government ambitions or a greater degree of collaboration in public service delivery, particularly amongst support functions.	Budget Principles, One Powys Plan, Council Statement of Intent, White Paper – Reforming Local Government	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective.	E	The efficiencies being proposed are believed to be the maximum without introducing concern over the level of resources available to deliver the function		E
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					

People are encouraged to do sport, art and recreation.					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.	The favoured model of future delivery would be through collaboration with other local authorities initially on a regional basis.	E	At this time, the planning for a regional service is at an early stage and therefore presently no further action is necessary	SWT Regional Group objectives for shared services	E
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

6. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Insufficient resource available to effectively deliver an insurance management function exposing the Council to financial and reputational risk	Low	Medium	Low(2)
Does it have potential to impact on another service area?			
Risk of organisation wide impact			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
This proposal is not expected to impact negatively upon any of the priorities, goals and principles as set out in the SIIA. The proposal contributes positively to organisational and national priorities relating to efficiency and collaboration.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Impact will be monitored through regular analysis of insurance costs

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Wynne Jones		

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Service Area	Professional Services	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	119 – Reduction of Professional Services				
Outline Summary	Reduction of Professional Services in response to changes in internal service delivery support requirements.				

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

Version	Author	Job Title	Date
V1	Jason Lewis	Head of Professional Services and Commissioning	27/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The objective contributes clearly to this priority by reducing the cost of Professional Services	E	This objective will be delivered through a redesign of services in response to system and process improvement and the deletion of redundant / unoccupied positions	Budget Principles	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective.	E	Further efficiencies will be delivered in years two and three through establishing new models of delivery across Professional Services		E

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>					
<i>Collaboration: Working together with other partners to deliver.</i>					
<i>Involvement: Involving those with an interest and seeking their views.</i>					
<i>Prevention: Putting resources into preventing problems occurring or getting worse.</i>					
<i>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</i>					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					

Corporate Parenting: Enabling our looked after children to fulfil their potential.					
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Insufficient capacity to deliver effective Professional Services	Low	Low	Low(1)
Does it have potential to impact on another service area?			
Risk of organisation wide impact			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal is not expected to impact negatively upon any of the priorities, goals and principles as set out in the SIIA. The proposal will deliver savings through the implementation of improved systems, processes and working practices.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Impact will be monitored through monitoring customer satisfaction levels

10. Sign Off

Position	Name	Signature	Date
Service Manager:	N/A		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Wynne Jones		

Cyngor Sir Powys County Council
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Service Area	ICT	Head of Service	Andrew Durant	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	121 & 140 – Replacement telephony				
Outline Summary					
This project is to refresh the voice estate for both Powys County Council & Powys teaching Health Board. The aim is to provide a suitable modern IP platform for the future, standardise user experience, improve functionality by providing Unified Communications integration, and reduce support requirements and costs.					

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

Version	Author	Job Title	Date
V1	Rees James	Applications Team Leader (Resources)	29/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	NA				
Developing the economy	NA				
Improving learner outcomes for all, minimising disadvantage	NA				
<i>Remodelling council services to respond to reduced funding</i>	This project intends to reduce the current operating costs and improve the existing communications infrastructure. The Council and PtHB require a highly resilient, secure and available service, whilst lowering carbon footprint, reducing management and increasing the ability for staff to be mobile and still in touch.	G		Will include completed Business Case (including benefits)	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	NA	n			
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	NA	n			
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	NA	n			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A	n			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A	n			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	no difference in service	n			
<i>Opportunities for persons to use the Welsh language</i>		n			
<i>Treating the Welsh language no less favourable than the English language</i>		n			
<i>Opportunities to promote the Welsh language</i>		n			

People are encouraged to do sport, art and recreation.		n			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	no difference in service	n			
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	NA				
Collaboration: Working together with other partners to deliver.	Proposed solution to be implemented across the Pthb as well as PCC	G		Will include final Business Case to highlight partnership and integration	
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	NA				

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	NA				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	NA				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	NA				

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Service requirements are not fully captured prior to implementation	med	Low	Low
Does it have potential to impact on another service area?			
All service areas will be affected as the current telephony is replaced			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
As well as saving money the change objective will provide PCC and the Pthb with a resilient and modern mobile communications platform			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
Data capture exercise to gather requirements as part of the project	low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Service Improvement Plan SLA

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Rees James		
Head of Service:	Andrew Durant		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

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Service Area	ICT and Programme Office	Head of Service	Andrew Durant	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	122 – Web Filtering system changes				
Outline Summary					
Web filtering system changes (Changes to reduce the level of Internet filtering that will affect ALL staff)					

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

Version	Author	Job Title	Date
V1	Rees James	Applications Team Leader (Resources)	2st October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The policy change will allow services, if appropriate, to interact with users via social media within core hours	I			
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
<i>Remodelling council services to respond to reduced funding</i>	<ul style="list-style-type: none"> Remove the core hour restrictions to allow restricted access 24 x 7 as is currently provided in non – core hours Audit reporting will be undertaken across all access Top user / site reports run Individual reports run on a as and when request basis Realise £10K saving 	G		No need to renew 10k contract for web filtering	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	The policy encourages interaction via social media	I		Usage data	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A	I			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A	I			
<i>Opportunities for persons to use the Welsh language</i>	N/A				
<i>Treating the Welsh language no less favourable than the English language</i>	N/A				
<i>Opportunities to promote the Welsh language</i>	N/A				

People are encouraged to do sport, art and recreation.	N/A	I			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A	I			
Age					
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				

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Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Staff internet usage may increase	Low	Low	low
Does it have potential to impact on another service area?			
All service areas			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Change has already been implemented and the contract for the web filtering software has expired and will not be renewed.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Implementation of a revised Internet Usage Policy	low

9. On-going monitoring arrangements?

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

A full commitment by the IS service to retaining audit logs, with the ability to provide detailed reports of individual staff members Internet access for a 12 month time period remains. Any further requirements recommended by Scrutiny or Internal Audit will be considered and implemented if appropriate and achievable.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Rees James		
Head of Service:	Andrew Durant		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

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Service Area	ICT and Programme Office	Head of Service	Andrew Durant	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	123 – Re-commissioning management of ICT stock				
Outline Summary	Re-commissioning management of ICT stock				

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

Version	Author	Job Title	Date
V1	Rees James	Applications Team Leader (Resources)	2st October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	The change objective is an internal structural change which will enable the realisation of 20k of savings	G			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
A structural change within the service which, it is envisaged, will have no negative impact	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The change objective is a minor structural change within the service area. It is anticipated that the change will have no impact on any other service area.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
20K will be removed from the budget

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Rees James		
Head of Service:	Andrew Durant		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

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Service Area	ICT and Programme Office	Head of Service	Andrew Durant	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	124 – Remove PSBA circuits (Leisure)				
Outline Summary	Remove PSBA circuits (Leisure) (Removing the PCC network from leisure centres following the transfer of leisure centres to Freedom Leisure.)				

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

Version	Author	Job Title	Date
V1	Steve Davies	2 nd Line Support Team Leader	2st October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Will remove a network which is no longer needed. Possible reduction in service if connection is downgraded by PCC.	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	If Freedom don't take on the service this could result in a service reduction for the public	I	A downgraded connection could be provided by PCC	Usage data	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Possible impact on the ability of Emergency Planning to use the service	I			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	As long as a service continues to be provided there should be no difference	I			
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>	People may be less likely to use the leisure centres due to reduced bandwidth.	I			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	As long as a service continues to be provided there should be no difference	I		Usage data	
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					

Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Investigate Freedom providing the service instead.				
Involvement: Involving those with an interest and seeking their views.	Further discussion needs to take place with Energy and Facilities teams due to PCC responsibility for maintaining boiler system	I			
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Possible unfiltered Internet content	I	Discuss filtering levels with Freedom		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Emergency planning Reduced service provision may not realise the full savings potential	Low	Low	Low
Does it have potential to impact on another service area?			
Possible impacts on Emergency Planning (social services – emergency rest centres)			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
This will save money with minimal impact on services. Need a discussion with Freedom Leisure about service provision.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Discussions with Freedom	
Downgrading the service provided through PCC network	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Service Improvement Plan Data usage (if it remains in house)

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Davies		
Head of Service:	Andrew Durant		
Strategic Director:	David Powell		
Portfolio Holder:	CLlr Phil Pritchard		

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Service Area	Programmes & Governance	Head of Service	Andrew Durant	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	125 – Contract review IG				
Outline Summary					
Currently IG use the services of Mark Brett to provide IG assurance and advice on our IG programme. Mark Brett now provides IG advice through SOCITM wales and the WARP group (whom PCC already subscribes to) and this advice is accessible through those routes. This means IG can no longer renew the contract from 2016/17 making a saving of £4k pa.					

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

Version	Author	Job Title	Date
V1	Andrew Durant (re Helen Dolman)	Interim ICT manager	6/1/2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The proposal will result in a saving of £4k		No impact expected		

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	No impact				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	No impact				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	No impact				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	No impact				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	No impact				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	No impact				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	No impact				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development	No impact				
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
No change			
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

Mitigating Actions

Action	Residual Risk
none	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
none

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Andrew Durant (on behalf of Helen Dolman)		6/1/2016
Head of Service:	Andrew Durant		6/1/2016
Strategic Director:			
Portfolio Holder:			

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Budget Saving	125 – Contract review IG					
Service Area	Programmes and Governance	Head of Service	Andrew Durant	Strategic Director	David Powell	Portfolio Holder Cllr Darren Mayor

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	129 – Capital Finance Review				
Outline Summary					
Capital Finance Review – A review of the Councils Capital Financing Policy will be carried out to ensure that we are maximising the use of Capital funding streams and that we identify the most cost effective way of financing the Councils Capital requirements.					

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

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead for Finance	11/12/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	<p>To ensure that the Council maximises expenditure capitalised under the capital regulations.</p> <p>To review the Authority's Minimum Revenue Provision (MRP) profile for the repayment of its underlying debt liability. This can result in short to medium term benefits to the General Fund and assist with easing current budgetary pressures, whilst ensuring that the provision provided remains prudent and compliant with the statutory guidance for MRP.</p>	E		Benchmarking Data, and examples from other Authorities. Proposal document to undertake the review.	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective. That the Councils Capital Policy maximises the use of its Capital resources whilst ensuring that the budgetary impact is kept to a minimum.	E		Benchmarking Data, and examples from other Authorities. Proposal document to undertake the review.	
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					

<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>					
Collaboration: <i>Working together with other partners to deliver.</i>					
Involvement: <i>Involving those with an interest and seeking their views.</i>					
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Unable to identify efficiencies	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The proposal relates to accounting policy rather than the delivery of services, it will therefore have no impact on service delivery or provision but when achieved will improve the financial position of the Authority.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Report provided following completion of review.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

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Budget Saving	129 – Capital Finance Review					
Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell	Portfolio Holder Cllr Wynne Jones

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving		130 – Removal of Pensioner Grant			
Outline Summary					
Removal of £128k additional pensioner grant. A non-ring fenced RSG amount was being used as a discretionary grant to pay certain low income pensioners an additional reduction towards their council tax over and above the amount they received for the main Council Tax Reduction Scheme. An amount of between £10 to £85 was awarded to approx. 1500 pensioners depending on their circs.					

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

Version	Author	Job Title	Date
V1	DJM	Professional Leads – Income and Awards	28/10/15

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	A reduction for up to 1500 pensioners of between 10 to 85 per annum towards their council tax costs. Small value on an individual level.	f	Other mandatory reductions (eg ctrs) and discretionary schemes are available if hardship occurs	Policy and legislation	G
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Reduced funding from central gov funds and need for reduced cost of services means removing this discretionary amount will help PCC meet its reduced budget requirements	G	NA	NA	NA

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				

Age	The scheme did disproportionately provide more help to pensioner. Removal of the scheme will mean pensioners can access the same schemes as all other age ranges	G	NA	NA	NA
Disability					
Gender reassignment					
Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	NA				
Involvement: Involving those with an interest and seeking their views.	NA				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	NA				

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Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	£128k is being removed from low income pensioners	F	Other schemes including discretionary hardship schemes are still available	Policy and legislation	G
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
No risk	Medium	Low	Low
Does it have potential to impact on another service area?			
No			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Removal of this discretionary scheme will impact some pensioner but the value level to each is minimal and other schemes are still available	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	LOW

8. Mitigating Actions

Action	Residual Risk
None required	

9. On-going monitoring arrangements?

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

None

10. Sign Off

Position	Name	Signature	Date
Service Manager:	David Morris		15/10/15
Head of Service:	Mark Evans		15/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Wynne Jones		

Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	131 – Budget Reductions across Central Areas				
Outline Summary	Budget Reductions across Corporate Budget headings – to identify savings across Corporate budget headings.				

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

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead for Finance	11/12/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	A review of all Corporate budget headings to identify reductions in cost	I			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective contributes to this goal from an efficient use of resources perspective.	I			
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inability to identify savings from these budgets	Low	Low	Low
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Review yet to be undertaken as to how this saving will be achieved.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		x

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

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Budget Saving	131 – Budget Reductions across Central Areas					
Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell	Portfolio Holder Cllr Wynne Jones

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

Cabinet amendment to Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	132 – PWC identified income				
Outline Summary	Recharging schools for the collection of their trade recycling and increasing prices for the trade waste and recycling service to all other customers.				

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

Version	Author	Job Title	Date
1	Ashley Collins / David Armstrong	Waste and Recycling Strategy Manager / HGSS Project Officer	11 th February 2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	The income generated will offset the cost of trade to ensure full cost recovery of the service	F		Cabinet report reference C237-2015	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				

Marriage or civil partnership	n/a				
Race	n/a				
Religion or belief	n/a				
Sex	n/a				
Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	This proposal will meet full cost recovery to ensure the service is sustainable.	G		Cabinet report	
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	Consultation with Head of Schools Service. Letters and emails to schools. Invitation for schools to speak to members of the Trade Waste team.	G		Letters and emails to schools	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Traders use other service providers for disposal of their waste; 2. Traders illegally use domestic waste and recycling service for disposal of trade materials; 3. Increased fly tipping.	Low	Medium	Low
Does it have potential to impact on another service area?			
This will impact on Schools budgets			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	C237-2015
The price increase was approved by Cabinet on 11 th December 2015 and will be implemented from 1 st April 2016. Annual price increase for Trade Waste which will need to reflect the cost of providing the service and ensure that we achieve full cost recovery.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Awareness and enforcement team	Low
Trade Waste officers to seek out new businesses and also ensure that all businesses are complying with the relevant legislation. They will be backed up by the enforcement team as and when necessary.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Trade Waste income; Incidents of fly tipping.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		11/02/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	133 – Brecon Market				
Outline Summary					
Undertake a rent review of permanent units within the Brecon Market precinct to seek to increase rental income.					
Currently in discussions with Brecon Town Council to negotiate them taking over management of Brecon Market Hall for a fee. Management of the Market Hall would include opening up the market, cleaning of the hall, putting tables out in preparation for market day and collecting rent from traders.					
A visual assessment of the market hall building has identified circa £1m of repairs required to the building.					

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

Version	Author	Job Title	Date
1	Tony Caine	Traffic & Travel Manager	16/02/2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	The above proposals will generate more income and also decrease running costs, to respond to reducing budgets.	I			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				

Marriage or civil partnership	n/a				
Race	n/a				
Religion or belief	n/a				
Sex	n/a				
Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	There's a backlog of required maintenance required on the market hall building, which the Council has currently not budgeted for. A possible transfer to the Town Council or Trust could remove the Council's liability for repair of the building. Town Council or Trust organisations would be able to apply for grant funding to undertake maintenance and repairs.	I		Visual assessment of market hall building	
Collaboration: Working together with other partners to deliver.	In discussions with Town Council to see if they would take on the management of the market hall.	I			
Involvement: Involving those with an interest and seeking their views.	Discussions with Traders are to take place.	I			
Prevention: Putting resources into preventing problems occurring or getting worse.	A possible transfer to the Town Council or Trust would enable them to apply for grant funding to undertake the required maintenance and repairs to the building.	I			
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Town Council don't take any involvement of the market hall; 2. Deterioration of the market hall building; 3. Loss of traders from permanent units due to increased rent; 4. Downturn in economy could result in businesses ceasing trading and empty units, alternatively the downturn in economy could also contribute positively to market trade.	Low	Low	Low
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Awaiting outcome of discussions with Town Council to see if they're interested in taking over management of the Market Hall. In brief discussions with the Town Council they have indicated that they're currently only interested in taking over management of the market, and not ownership of the building at this stage.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
Transfer of the market to an alternative location	Low
Re-tender vacant units	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Rental income.
Contract monitoring with Town Council.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Service Area	Regeneration, Property and Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	135 – Display Energy Certificates (DECS)				
Outline Summary					
<p>To charge schools for CRC Energy Efficiency Scheme allowances attributed to their emissions.</p> <p>PWC have recommended the charging to schools for the CRC Energy Efficiency Scheme allowances attributed to each school. Currently the allowances are paid centrally from a budget held within the Energy Management budget. It is estimated that the total cost to the school service will be £105k per annum. This change will make the schools accountable for the allowances attributed to their carbon emissions. However, do note this policy change will not see an increase in the Councils income as the allowances are already paid for by existing budgets.</p>					

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

Version	Author	Job Title	Date
V1	Gareth Richards	Energy Officer	09/02/2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			N
Developing the economy		N			N
Improving learner outcomes for all, minimising disadvantage		N			N
Remodelling council services to respond to reduced funding	There will be an effect on school budgets but there will be no net effect on the overall Council budget.	N			N

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.		N			N

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).		N			N
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.		N			N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.		N			N
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.		N			N
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.		N			N
<i>Opportunities for persons to use the Welsh language</i>		N			N
<i>Treating the Welsh language no less favourable than the English language</i>		N			N
<i>Opportunities to promote the Welsh language</i>		N			N
<i>People are encouraged to do sport, art and recreation.</i>		N			N
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.		N			N
<i>Age</i>		N			N
<i>Disability</i>		N			N
<i>Gender reassignment</i>		N			N

Marriage or civil partnership		N			N
Race		N			N
Religion or belief		N			N
Sex		N			N
Sexual Orientation		N			N
Pregnancy and Maternity		N			N

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.		N			N
Collaboration: Working together with other partners to deliver.		N			N
Involvement: Involving those with an interest and seeking their views.		N			N
Prevention: Putting resources into preventing problems occurring or getting worse.		N			N
Integration: Positively impacting on people, economy and environment and trying to benefit all three.		N			N
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		N			N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		N			N

Corporate Parenting: Enabling our looked after children to fulfil their potential.		N			N
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Impact on viability of school budgets.	Low	Medium	Low
Does it have potential to impact on another service area?			
The Schools and School service will receive increased costs if responsibility for allowances are passed onto School budgets. The central budget retained within Energy Management will be reduced in line with the costs passed over to the Schools and Schools service.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>This is a proposal from PWC. There will be no net change in Council budget (The Council will not receive any increased income!), the increased allowance costs to the Schools and Schools Service will place pressure on school budgets, however the central energy management budget will be reduced in line with the transfer of budget responsibility to schools. The policy change will however provide increased accountability on schools for their carbon emissions and provide an increased incentive to reduce energy consumption and therefore carbon emissions. Note: There will be an additional administrative burden in the separating of the allowance costs to each school and budget code. It should be noted that a National Government consultation was issued in November 2015 that looked into the future of the CRC Energy Efficiency Scheme. Although no response has been provided, the consultation discussed the idea of scrapping the CRC Energy Efficiency Scheme in favour of another energy tax similar to the Climate Change Levy.</p>	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Allowances will be quantified annually and recharged to school budgets.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Sue Bolter		
Strategic Director:			
Portfolio Holder:			

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	136 - Assets				
Outline Summary					
Generate income (£3,700) from the hire of meeting rooms by enabling our meeting rooms to be booked externally by our partners.					

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

Version	Author	Job Title	Date
1	Natasha Morgan	Lead Professional - Regeneration and Corporate Property	17/02/2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
<i>Remodelling council services to respond to reduced funding</i>	This proposal will generate income for the Council in response to our reduced funding. However, by renting out meeting space to our partners, we are limiting the space available for the council, which may result in an increase in meeting room hire costs, which are currently in the region of £40k per annum.	I			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				

People are encouraged to do sport, art and recreation.	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
Age	n/a				
Disability	n/a				
Gender reassignment	n/a				
Marriage or civil partnership	n/a				
Race	n/a				
Religion or belief	n/a				
Sex	n/a				
Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	As we're reducing our office space, meeting room space will also reduce alongside this. Therefore there will be less opportunity to generate income via this means.	N			
Collaboration: Working together with other partners to deliver.	If our partners are renting office space within our buildings, this may enable closer working relationships and collaboration.	F			
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Occupancy levels are high, so there is limited space to rent out to partners; 2. Renting out rooms to our partners limits the availability for our own uses, which could result in external meeting room costs being incurred; 3. Confidentiality / Information Governance risk if we allow partners into our building; 4. Lack of parking space could deter bookings.	Medium	Low	Low
Does it have potential to impact on another service area?			
All services Council wide could be affected if they're unable to book meeting rooms.			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Some buildings may not be suitable at all for external meetings due to potential security issues			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk
Prevent rolling bookings	Low
Enabled the room booking system to allow others to cancel previously booked meetings	Low
A larger room created which can accommodate 25 people	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Income from room hire, number of external meeting bookings.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Natasha Morgan		
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	137 – Trade DBS - £28,000				
Outline Summary					
Income target built into DBS budget for 2015/16 onwards in respect of processing of DBS applications for other local authorities and Umbrella organisations.					

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

Version	Author	Job Title	Date
V1	Anne-Marie Davies	Professional Lead (Business Support)	15/2/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	External DBS processing provides income to Powys County Council DBS Unit to fund Ebulk System Officer post and help sustain Unit	F	As a greater number of local authorities/Umbrella organisations come on board with Powys DBS Unit, current small profit will increase. Profit per check cannot be increased significantly if wish to remain competitive in market place		F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	DBS Unit works with statutory, voluntary and independent sector to enhance safeguarding agenda of adults and children at risk through processing of DBS applications	G		DBS activity records	
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	DBS Unit supports safeguarding agenda through processing of DBS applications	G		DBS activity records	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Change in DBS eligibility criteria	Low	Low	Low
Does it have potential to impact on another service area?			
If DBS eligibility criteria is relaxed, the number of checks for processing may decrease, resulting in fewer applications to process and less income from other local authorities/Umbrella organisations.			
There will be a time (soon) when DBS Unit will be unable to process additional DBS checks within current establishment therefore income will need to be utilised to fund additional post(s) to continue to deliver service.			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Income target built into DBS budget for 2015/16 onwards in respect of processing of DBS applications for other local authorities and Umbrella organisations		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Analysis of DBS activity records and forecasting.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne-Marie Davies		15/2/16
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	138 – To pass on DBS Supply Teacher Costs to Schools/prospective Supply Teachers - £2,590				
Outline Summary					
To pass on DBS check costs for Supply Teachers to Schools/prospective Supply Teachers. As far as we are aware, Powys County Council are one of the only authorities that do not charge Supply Teachers for their DBS Checks.					

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

Version	Author	Job Title	Date
V1	Anne-Marie Davies	Professional Lead – Business Support	15/2/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
<i>Remodelling council services to respond to reduced funding</i>	Powys County Council DBS Unit currently funds DBS check costs for all posts within Powys. Impact on individual Schools or prospective Supply Teachers	F			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	N/A				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

Marriage or civil partnership					
Race					
Religion or belief					
Sex					
Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	N/A				
Involvement: Involving those with an interest and seeking their views.	N/A				
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				
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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reduction in number of Supply Teachers within Powys	Low	Low	Low
Does it have potential to impact on another service area?			
Schools Service			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
To pass on DBS Supply Teacher Costs to Schools/prospective Supply Teachers	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitor number of applications processed and availability of Supply Teachers within Powys.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne-Marie Davies		15/2/16
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		

Service Area	Professional Services	Head of Service	Jason Lewis	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	139 – PWC Income (Training)				
Outline Summary					
Increase income generation through delivering highway and driving related technical training to other organisations including private sector contractors and other local authorities within the legal parameters for doing so.					

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

Version	Author	Job Title	Date
V1	Jason Lewis	Head of Professional Services and Commissioning	10/02/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
<i>Remodelling council services to respond to reduced funding</i>	This objective is in line with the Council's budget priority to maximise income generation opportunities and carry out full cost recovery where appropriate	E	This opportunity will require investment in capacity to support the marketing and delivery of training but the income target is exclusive of this. Additional training income opportunities may be generated as a consequence.	Budget Principles	E

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	This objective will support the retention of skilled jobs and generate an alternative revenue stream that assists in offsetting the effect of the ongoing reduction in the Council's RSG.	E	This objective presents an initial modest ambition that, subject to demand, may result in an expansion of marketable learning and development provision.		E
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).					
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.					
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.					
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.					
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

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<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>					
Collaboration: <i>Working together with other partners to deliver.</i>					
Involvement: <i>Involving those with an interest and seeking their views.</i>					
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>					

Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Insufficient capacity to deliver effective Professional Services	Low	Low	Low(1)
Does it have potential to impact on another service area?			
No			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
This proposal is not expected to impact negatively upon any of the priorities, goals and principles as set out in the SIIA. The proposal will deliver additional income.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low Risk

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Performance against targets will be monitored regularly within the service and through the Income and Cost Improvement Board.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	N/A		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Phil Pritchard		

Service Area	Chief Executive & Member Services	Head of Service	Anya Richards	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	141 – Advertising and Sponsorship				
Outline Summary					
This business case proposes that the Council develops a coordinated corporate advertising and sponsorship approach across Council owned assets using a third party advertising specialist where possible. Maximising this potential would generate income for the Council.					

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

Version	Author	Job Title	Date
1	Jane Thomas	Professional Lead Finance	17 th February 2016

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

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	Generating income for the Council to respond to reduced funding.	I			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Creating advertising opportunities for local businesses may contribute to an increase in take-up of local business.	F			
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				
<i>Marriage or civil partnership</i>	n/a				
<i>Race</i>	n/a				
<i>Religion or belief</i>	n/a				
<i>Sex</i>	n/a				

Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	n/a				
Collaboration: Working together with other partners to deliver.	n/a				
Involvement: Involving those with an interest and seeking their views.	n/a				
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

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5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inability to generate the desired level of income – lack of take-up of advertising from companies.	Low	Low	Low
Does it have potential to impact on another service area?			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The case is partially deliverable. Broadly the PWC case overestimates potential opportunities and proposes some opportunities e.g. advertising on council owned wheelie bins, which have not been achievable elsewhere in the UK where they have been implemented.		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Level of income achieved and number of requests for advertising.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		17/02/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Service Area	Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson
Policy / Change Objective / Budget Saving	142 – Official Searches				
Outline Summary					
Increase fees and charges for official searches, based on a benchmarking exercise undertaken. This exercise has looked at fees charged by other local authorities within Wales.					

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

Version	Author	Job Title	Date
1	Colin Edwards / Meryl Edwards	Principal Solicitor – Shire / Land Charges Officer	16 th February 2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	Looking to increase fee income to respond to reduced funding	I		PWC Business Case	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				
<i>Marriage or civil partnership</i>	n/a				
<i>Race</i>	n/a				
<i>Religion or belief</i>	n/a				
<i>Sex</i>	n/a				

Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.					
Collaboration: Working together with other partners to deliver.					
Involvement: Involving those with an interest and seeking their views.					
Prevention: Putting resources into preventing problems occurring or getting worse.					
Integration: Positively impacting on people, economy and environment and trying to benefit all three.					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.					
Corporate Parenting: Enabling our looked after children to fulfil their potential.					

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Legal challenge from personal search companies if we achieve greater than full cost recovery for official searches; 2. Failure to comply with The Local Authorities (Charges for Property Searches) (Wales) Regulations 2009; 3. Increasing fees and charges for official services could reduce the demand for this service.	Medium	High	Medium
Does it have potential to impact on another service area?			
HTR, Planning, Environmental Health, Building Control, ROW, and Commons Registration – we pay these services for a proportion of the fees received. (If our work reduces, then their income would reduce also).			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The rationale is based on charges levied by other Welsh authorities – charging regulations have not been taken into account. The situation should be looked at in isolation from other authorities in Wales.</p> <p>We cannot legally charge more than the cost of delivering the service. The Local Authorities (Charges for Property Searches) (Wales) Regulations 2009 states that the fees should only cover the costs of providing the service, i.e. be cost neutral, and the service should not be making a profit.</p> <p>We are unable to charge for personal searches of the land charges register. Charges can only be applied for official searches.</p> <p>Challenge to our fees charged would mean we would have to identify how much it costs to provide the service, based on calculations of staff time spent on providing the information.</p> <p>Premium search (return within 24hrs) is not achievable as we are reliant upon the other service areas to provide the information. It is not possible to provide all of this information within the 24hr timescales. This equates to £3k income generation within the business case proposal. We are also reliant upon National Parks for information which informs this.</p>	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
Medium Risk	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Ensure that fees charged don't exceed full cost recovery (subject to a 3 year average)	Low
Currently liaising with responding departments to identify costs via timesheets, with a view to review fees from 1 st April 2016	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Level of income achieved and number of official searches undertaken.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Colin Edwards		16/02/16
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	143 – Cashless system				
Outline Summary					
Potential increase in take up of paid and free school meals, generating an additional income target of £27,113.					

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

Version	Author	Job Title	Date
1	Nicola Williams	Schools Cashless System Project Manager	17/02/2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy					
Improving learner outcomes for all, minimising disadvantage	There is a known link between healthy eating and better educational achievement. School meals comply with the healthy eating standards.	F		Project Documents	
Remodelling council services to respond to reduced funding	A potential increase in take up of school meals and free school meals would increase income to the Council.			As above	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport, art and recreation.</i>	n/a				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				

Marriage or civil partnership	n/a				
Race	n/a				
Religion or belief	n/a				
Sex	n/a				
Sexual Orientation	n/a				
Pregnancy and Maternity	n/a				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	The implementation of the cashless system will provide long term and sustainable benefits to the operation of the catering service and has the expectation that it will increase the uptake of school meals, especially in the secondary sector.	F		Project Documentation	
Collaboration: Working together with other partners to deliver.	The project has also linked with Income and Awards section on solutions to maximise the entitlement and uptake of FSM. Collaboration will also be required from Schools at the implementation stage to ensure the embedding of the system for the catering and other areas of cash management.				

Involvement: <i>Involving those with an interest and seeking their views.</i>	<p>The project manager and team has undertaken extensive consultation with individual school groups, members and pupils (Youth Forum) prior to the award of the tender,</p> <p>This will be intensified within the rollout and implementation programme at each school, when the focus will be on staff, parents and pupils</p>	F			
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	n/a				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	n/a				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	<p>The removal of the stigma attached to FSM (especially in the secondary sector) will help to maximise the award of entitlement and uptake and therefore ensure the young people and families receive there entitlement.</p> <p>The system will also allow the authority to undertake detailed pupil tracking</p>	F			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The expected uptake of paid and FSM is not realised and therefore the income received is lower than expected, while the fixed costs remain	Low	Low	Low
Does it have potential to impact on another service area?			
n/a			

6. Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
The Schools Cashless Project will be rolled out via a phased implementation. It is expected that the implementation of the cashless system will result in an increase in take-up of paid and free school meals, which will result in additional potential income generation for the Council.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Uptake of school meals following implementation.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nicola Williams		17 th February 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:			

Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	144 – Schools Income (Review of clerking service, Introduce common charging register for school facilities and Review out of county charges)				
Outline Summary					
<p>The schools delegated budgets for each of the next 3 years have been provided cash protection, but will need to meet the impact of pay and price Increases, pupil number fluctuations, Post 16 Grant changes, changes to charges for Service Level agreements and the impact of the £45,466 Income target against schools budget. A separate SIIA has been completed in respect of the Schools Delegated budget and this SIIA will consider the three income areas.</p> <p>The income efficiency identified in respect to the increased income through the Clerking service will be achieved through a combination of an increase in the number of schools that the service provides a clerk for and an increase in the annual service level agreements.</p> <p>Additional work is required on the two remaining income targets around charging for the use of school premises and out of county recoupment. A revised letting and school use policy will be developed during the late spring for adaptation by individual schools, the policy will provide clear direction around the management and accounting requirements for monies received through the revised policy. It will clearly identify those monies that must be receipted into the schools delegated and not accounted for within the school fund or other unofficial fund held within the control of the governing body.</p> <p>Work is ongoing around the maximisation of income through the charging for statemented and ALN provision for children that are resident or belong to other authorities, the service has seen an increase in the level of income achieved through this area, but it has also incurred additional costs that exceeds the projected increase in income in relation to the specific children, while other children who reside or belong to Powys have been placed in provision out of county and the authorities costs have been increased in this area.</p> <p>The net impact of the three income areas and the efficiencies expected from the schools delegated budget will require the governing bodies of schools to make efficiencies in addition to other specific efficiency targets of approximately £2.5m and will be reflected in the monies made available to schools through the authority’s fair funding formula budget allocation process and through changes in the charges made in respect of chargeable services.</p>					

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015
V2	Gareth Jones	Senior Manager – Central Services	17 th February 2016

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				

Developing the economy	The increase in Income will mitigate the impact of reductions of staff in schools which will impact on the local economy through the reduction of the number families supported by the authority's employment.	P		Fair Funding Formula Schools delegated budget plans	P
Improving learner outcomes for all, minimising disadvantage	The increase in Income will mitigate the impact in the reduction in the number of staff employed in the schools which will have the impact of increasing the average Pupil Adult ratio in the authority's schools and will potentially mitigate the adverse impact on the learner outcomes in schools. Some schools may not be able to meet statutory Infant Class Size requirements	U	Provide schools advice and support in the restructuring of the schools delivery of education.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P
Remodelling council services to respond to reduced funding	This change objective meets this requirement, as long as the schools take positive action to meet the budget needs within the scheme for financing schools and do not set balanced budgets.	P	Provide schools advice and support in the restructuring of the schools delivery of education.	As above	N

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The increase in income will mitigate the reduction in real term purchasing power in schools will not support additional jobs in the community	P		Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	p

A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The policy will impact equally on Welsh Medium Learners and English Medium Learners	N		Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					

<i>Age</i>					
<i>Disability</i>	<p>The increased income will mitigate the real term reduction in purchasing power of schools which will increase the average class size and potentially the level of funding used to support children with ALN / SEN.</p> <p>As learners with additional learning needs require additional individual support, the class size increase may impact negatively on this group.</p>	P	Provide schools advice and support in the restructuring of the schools delivery of education.	<p>Fair Funding Formula</p> <p>Schools Staffing and organisation plans</p> <p>Schools Individual Budget plans</p>	P
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>	<p>The increased income will mitigate the real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with English or Welsh (WM School) as a second language.</p> <p>As learners with this need require additional individual support, the class size increase may impact negatively on this group.</p>	P	Provide schools advice and support in the restructuring of the schools delivery of education.	<p>Fair Funding Formula</p> <p>Schools Staffing and organisation plans</p> <p>Schools Individual Budget plans</p>	P
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					

Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The increase in income will mitigate the impact of the proposal over the next three years is likely to result in school not meeting the statutory class size requirements in the Infants classes	P	The authority needs to consider if it establishes a larger retained funding pool to provide class size support to the infant class. Consideration is also required around the mixed aged structure of classes that it deems appropriate.	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans	P
Collaboration: <i>Working together with other partners to deliver.</i>	There are opportunities for schools to work collaboratively with other schools around common processes, through collaborative programs or federations of schools.	F		Collaboration and Federation Regulations.	F
Involvement: <i>Involving those with an interest and seeking their views.</i>	The proposals have been developed by a fair funding formula review group, with the proposals being subject to consultation with Schools and Governing bodies. The parents group will be consulted through their parent governor's representation on each governing body.	F		Fair funding formula review group papers	F
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	<p>The increased income will mitigate the negative impact on the learner outcomes of learners from the lower socio-economic groups as outcomes from this group are generally lower than the average.</p> <p>The larger class sizes may therefore have a disproportionate impact on this group</p> <p>The provision of the Pupil Deprivation Grant with a focus on children entitled to FSM may mitigate this</p>	P		<p>Fair Funding Formula Paper</p> <p>Learner Outcome at each KS and GCSE (FSM to General) and school county and national level</p> <p>PDG grant papers</p>	P
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	<p>The increased income will mitigate the real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children</p>	P	<p>Provide advice and support to schools on school organisation and relevant training</p>	<p>Fair Funding Formula</p> <p>Schools Staffing and organisation plans</p> <p>Schools Individual Budget plans</p>	P
Corporate Parenting: Enabling our looked after children to fulfil their potential.	<p>The real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children</p>	P	<p>Provide advice and support to schools on school organisation and relevant training</p>	<p>As above</p>	P

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

What is the risk associated with this strategy / Change Objective / Budget saving?			
Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The increased cost incurred through increasing number of Powys Children in Out of County provision will be more than the increase in Income achieved.	Low	Low	Low
Schools will not adhere to the revised letting and school use policy and the projected increase in income from lettings will not materialise.			
Does it have potential to impact on another service area?			
Yes – the implementation of the proposal will impact on the workload of HR, Finance, legal, Challenge Advisors			

Is there additional evidence to support the Single Integrated Impact Assessment (SIIA)?

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

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Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The implementation of the policy is straight forward through the Fair Funding Formula, but Schools will need a high degree of support to successfully implement the required changes from School Service, HR, Legal and Finance		
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
An action plan is required to identify which schools are required to commence management of change processes to ensure the required changes can be made with the required time frame.	Medium
The service needs to consider if it should offer a voluntary early retirement / redundancy scheme.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will be undertaken through the individual schools delegated budget planning arrangements.

10. Sign Off

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

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
25th February 2016

REPORT AUTHOR: County Councillor John Powell, Portfolio Holder for Environment and Sustainability

SUBJECT: Question from County Councillor Gareth Ratcliffe

1. Can the portfolio holder please provide the number of households still on purple sacks collection and provide a rationale in coming to the decision on costs of replacement purple sacks?
2. Could the portfolio holder provide the costs for other councils on the sack system?

1. There are currently 13,700 properties that receive a collection of their residual waste in purple sacks. These are properties that are considered unsuitable for a wheeled bin which is the preferred option where they can be accommodated. Each property receives an annual allocation of free purple sacks (3 rolls of 26 bags) which is the equivalent of a full standard 180 litre wheeled bin collected every three weeks. This means that all properties, regardless of whether they are on purple sacks or wheeled bins, have the same capacity for their residual waste over a twelve month period. If any resident requires extra capacity they are required to purchase additional purple sacks.

The cost of the additional sacks at £51.88 per roll of 26 is to cover the costs of collection and disposal and also to encourage residents to increase the amount they recycle and hence reduce any need for additional residual capacity. There is no limit to the amount of recycling containers that households can have and put out.

2. Authorities across Wales offer a number of different systems for the collection of residual waste which does make a comparison of the cost of bags difficult. Cardiff City Council does have a similar system with a charge for additional capacity at a cost of £10 for the first five bags and £1.85 per bag thereafter, a charge that is similar to Powys.

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