

County Council

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

Meeting date
Thursday, 23 February 2017

Meeting time
10.30 am

For further information please contact
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County Hall
Llandrindod Wells
Powys
LD1 5LG

17 February 2017

AGENDA

1.	APOLOGIES	CC14- 2017
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To receive apologies for absence.

2.	MINUTES	CC15- 2017
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To authorise the Chair to sign the minutes of the last meeting held on 26 January 2017 as a correct record.

(Pages 7 - 24)

3.	DECLARATIONS OF INTEREST	CC16- 2017
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

4.	CHAIR'S ANNOUNCEMENTS	CC17- 2017
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To receive any announcements from the Chair of Council.

5.	LEADER'S ANNOUNCEMENTS	CC18- 2017
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To receive any announcements from the Leader.

6.	VIREMENTS REQUIRING APPROVAL BY COUNCIL	CC19- 2017
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To consider a capital virement requiring Council approval.

(Pages 25 - 28)

7.	MINIMUM REVENUE PROVISION ANNUAL STATEMENT 2017/18	CC20- 2017
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To consider the Minimum Revenue Provision Annual Statement for 2017/18.

(Pages 29 - 38)

8.	REPORT OF THE FINANCE SCRUTINY PANEL	CC21- 2017
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To consider the report of the Finance Scrutiny Panel to Cabinet on the budget proposals for 2017/18.

(Pages 39 - 40)

9.	BUDGET FOR 2017-18, MEDIUM TERM FINANCIAL STRATEGY 2017-2020 AND CAPITAL PROGRAMME FOR 2017-2021	CC22- 2017
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To consider the Budget for 2017-18, Medium Term Financial Strategy 2017-2020 and Capital Programme for 2017-2021.

(Pages 41 - 934)

10.	NOTICE OF MOTION - COUNTY COUNCILLOR PETER MEDLICOTT AND COUNTY COUNCILLOR MICHAEL WILLIAMS	CC23- 2017
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We, the undersigned, call upon Powys County Council to object to the closure of HSBC bank in Knighton and to the closure of other banks and similar institutions in small towns and communities.

Proposed by County Councillor Peter Medicott

Seconded by County Councillor Michael Williams

11.	NOTICE OF MOTION - COUNTY COUNCILLOR STEPHEN HAYES AND COUNTY COUNCILLOR KATH ROBERTS-JONES	CC24- 2017
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The Treaty of Montgomery

The 750th anniversary of the Treaty of Montgomery, signed on the 29th September 1267, falls this year. The treaty, between Henry III of England and Llywelyn ap Gruffydd (Llywelyn ein Llyw Olaf), formally recognised Llywelyn as Prince of Wales.

Signed at Rhydwyman, a ford on the River Severn between Montgomery and Berriew, the Treaty of Montgomery is regarded as of historic and national significance as the only time a Welsh born Prince of Wales was formally acknowledged by an English king.

Motion to Council

That Council consider whether, and if so how, it wishes to promote or support appropriate events to mark the 750th anniversary in September 2017 of the historic Treaty of Montgomery.

Proposed by County Councillor Stephen Hayes

Seconded by County Councillor Kath Roberts-Jones

12.	QUESTIONS IN ACCORDANCE WITH THE CONSTITUTION	CC25- 2017
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12.1. **Question to the Portfolio Holder for Regeneration and Planning from County Councillor Matthew Dorrance**

The Welsh Labour Government has announced that as part of the third phase of the Vibrant and Viable Places Town Centre Loans Fund a loan of £1,000,000 for proposed activities in Brecon, Llandrindod Wells and Newtown has been offered to the Council.

Will the Cabinet provide details to Council on how it will use the funding, what projects in Brecon will be supported and how it will engage with local members to identify priorities?

(Pages 935 - 936)

12.2. **Question to the Portfolio Holder for Finance from County Councillor Matthew Dorrance**

A fund to enable local authorities to provide free parking in town centres has been agreed by the Welsh Labour Government. Will the Cabinet detail how it plans to deliver free parking in Powys?

(Pages 937 - 938)

12.3. **Question to the Portfolio Holder for Education from County Councillor Gary Price**

In answer to this recently submitted question

Can the Portfolio Holder for Education clarify if a schools Pupil Deprivation Grant is included as part of its Delegated Budget and therefore must comply with the Powys Scheme for the Financing of Schools?

the Portfolio Holder for Education has given the following answer:

“The Pupil Deprivation grant is included as part of a schools delegated budget, the school is bound by the terms and conditions of the grant and the Scheme for Financing schools which contains the following guidance on grants:

2.12 Grants and central funds

The Authority is authorised to make sums available to schools from central funds, in the form of allocations which are additional to and separate from the schools’ budget shares. Such allocations will be subject to conditions setting out the purpose or purposes for which the funds may be used and, while these conditions need not preclude virement (except where the funding is supported by a specific grant which the Authority itself is not permitted to vire), this should not be carried to the point of assimilating the allocations into the school’s budget share.

Schools are required to maintain their accounting records in such a way as to be able to demonstrate that where appropriate the requirement to spend only on the purpose for which funding is given, and not to vire into the budget share, has been complied with.”

Can I therefore ask the Portfolio Holder for Education to clarify that because the Pupil Deprivation Grant is included as part of a Schools delegated budget it must also comply with regulation 5.2 of the scheme of financing schools and therefore cannot use funds to provide a means of transport for a school?

(Pages 939 - 940)

12.4. **Question to the Portfolio Holder for Finance from County Councillor Gary Price**

Can the Portfolio Holder for Finance please tell me what the combined total percentage increase in Council Tax and Band D average increase has been for this Council Term?

(Pages 941 - 942)

12.5. **Question to the Portfolio Holder for Libraries from County Councillor Gareth Ratcliffe**

There is a great deal of local concern and confusion regarding the future funding of the Library Services by the Council.

Regardless of who is to run them and where they are housed can you confirm the level of financing the library service will receive in the future from the Council relative to the present position, and for how long this will be sustained? This is particularly important if Town Councils and community groups are being encouraged to contribute to the running of the libraries as they need guarantees that Powys is committed to maintaining this statutory and vital local provision.

(Pages 943 - 944)

12.6. **Question to the Portfolio Holder for Finance from County Councillor Gareth Ratcliffe**

As a council we have to pay non-domestic rates on our buildings and under the present rules as well as town and community councils we are not able to apply for rate relief on our properties: this only applies to charities and not for-profit organisations. Non-domestic rates are collected on behalf of Welsh Government. The figures for 2016/17 (current year) are that we will collect £28.1m and we will receive a redistribution amount of £40.5million.

I have been approached by resident raising concerns over the council's proposals to move buildings over to Town and Community Councils and have asked for clarification on the non-domestic rates.

The County Council will identify savings in the budget line for running costs by moving the non-domestic rates over to Town and Community Councils. Whilst doing this the Council is still receiving redistribution of the fund from WG thus having another budget line supported giving the perception that PCC are having 2 savings lines within the budget.

This is at the expense of local communities that are expected to fund the non-domestic rates through their town or community council precept. Thus the perception that this is double taxing local communities who take over local services in rural areas as they have to pay council tax and community tax. This is when the council centralise services to the major towns in our county such as Library services etc and not asking their community councils to contribute leaving it to the smaller communities.

Can the portfolio holder please brief the council on how the council could assist communities that wish to take over services that are subject to Non-Domestic rates?

(Pages 945 - 946)

12.7. **Question to the Portfolio Holders for Adult and Children's Services from County Councillor Gemma Bowker**

Could the portfolio holders for Adult and Children's Services please provide details as to the statutory level of staff cover out of hours and the staffing patterns used by PCC for out of hours cover; and provide information as to whether there have been any occasions over the past 12 months when that cover has fallen below statutory or safe levels?

(Pages 947 - 948)

CC15- 2017

MINUTES OF A MEETING OF THE COUNTY COUNCIL HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS ON THURSDAY, 26 JANUARY 2017

PRESENT

County Councillor KF Tampin

County Councillors PJ Ashton, G R Banks, G Breeze, R G Brown, J H Brunt, L V Corfield, K W Curry, S C Davies, D E Davies, L R E Davies, E R Davies, S Davies, A W Davies, M J Dorrance, V E Evans, W J Evans, D O Evans, L Fitzpatrick, R I George, J Gibson-Watt, P Harris, M R Harris, S M Hayes, J C Holmes, G Hopkins, E A Jones, D C Jones, M J Jones, E M Jones, Eldrydd M Jones, G M Jones, D R Jones, J R Jones, W T Jones, F H Jump, P E Lewis, H Lewis, MC Mackenzie, S McNicholas, P J Medicott, DW Meredith, R H Mills, ET Morgan, G Morgan, JG Morris, W J T Powell, WD Powell, GD Price, D R Price, P C Pritchard, G W Ratcliffe, K M Roberts-Jones, D A Thomas, W B Thomas, A G Thomas, D G Thomas, R G Thomas, T 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- 2017
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Apologies for absence were received from County Councillors MC Alexander, D Bailey, GJ Bowker, MJB Davies, DJ Mayor and JG Shearer.

2.	MINUTES	CC2- 2017
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The Chair was authorised to sign the minutes of the last meeting held on 18th November 2016 as a correct record.

3.	DECLARATIONS OF INTEREST	CC3- 2017
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There were no declarations of interest reported,

4.	PUBLIC QUESTIONS	CC4- 2017
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4.1. Question to the Portfolio Holder for Regeneration and Planning from Dr Christine Hugh-Jones

I welcome the opportunity to submit a question to County Cllr Tony Thomas, Portfolio Holder for Regeneration and Planning, for the Council meeting on 26th January 2017:

My question is:

Could he please identify the particular paragraph of Planning Policy Wales (Edition 9) or the major change in local circumstances, which requires the

definition of local search areas and hence provides the justification for the Authority's designation of such "Local Search Areas" as a Further Focussed Change so late in the examination process?

Portfolio Holder's Response

Planning Policy Wales sets out the land use planning policies of the Welsh Government. It makes it clear that PPW is supplemented by Technical Advice Notes, circulars and policy clarification letters (Paragraph 1.1.1, PPW).

<http://gov.wales/docs/desh/publications/161117planning-policy-wales-edition-9-en.pdf>

Section 12.8 of PPW covers renewable and low carbon energy and states:

Paragraph 12.8.2: *"Planning policy at all levels should facilitate delivery of both the ambition set out in Energy Wales: A Low Carbon Transition and UK and European targets on renewable energy."*

Paragraph 12.8.8: *"The Welsh Government is committed to using the planning system to:*

- *optimise renewable energy generation;*
- *optimise low carbon energy generation; etc."*

Paragraph 12.8.9: *Local planning authorities should facilitate the development of all forms of renewable and low carbon energy to move towards a low carbon economy (see 4.4.3) to help to tackle the causes of climate change (see 4.7.3). Specifically, they should make positive provision by:*

- *considering the contribution that their area can make towards developing and facilitating renewable and low carbon energy, and ensuring that development plan policies enable this contribution to be delivered; etc"*

Although PPW refers to Strategic Search Areas, it refers to local policy (i.e. LDP policy) but does not specifically reference 'local search areas'. PPW is, however, supplemented by policy clarification letters and such a letter was issued by the Minister for Natural Resources, dated the 10th Dec 2015, to all local planning authorities regarding his expectations for energy policies in local development plans.

<http://gov.wales/docs/desh/publications/151210energy-policies-in-local-development-plans-en.pdf>

The Minister wrote (partial extract):

"I am pleased that, since the publication of our 'Renewable Energy Toolkit for Planners' in 2010, many local planning authorities have undertaken Renewable Energy Assessments (REAs) as part of the Local Development Plan (LDP) evidence base. However, it is disappointing to note that no LDP in Wales has taken the results of the REA and formulated local policies (including allocations or areas of search) for local-authority scale (5MW – 25MW) renewable energy schemes or other low carbon technologies.

The designation of such areas would show leadership at the local level; give certainty to the renewable energy industry in making investment decisions; and, through the LDP consultation process, would give communities a say as to where renewable energy developments should be located. By designating these areas, developments can be guided to the most appropriate locations. This approach has been taken by the Welsh Government for large scale wind energy projects through the Strategic Search Areas (SSAs) in TAN8. I expect local planning authorities to take the same, proactive approach for all forms of renewable and low carbon energy generation.”

To conclude, PPW requires Local Authorities through their development plan policies to facilitate all forms of renewable and low carbon energy and to consider the contribution that their area can make towards developing and facilitating renewable and low carbon energy, and ensure that their development plan policies enable this contribution to be delivered.

The policy clarification letter from the Minister for Natural Resources in Dec 2015 sets out the expectation for local authorities to include allocations or areas of search within local development plan policy. It therefore provides clarity that an LDP’s renewable energy policy should be shown spatially on the proposals map. This position was reflected in the comments dated 11th March 2016 made by Welsh Government to the Council in response to the consultation on proposed Focussed Changes to the LDP. [1084 WG Letter](#)

In her supplementary question Dr Hugh-Jones sought a categorical assurance from the Portfolio Holder that full details of the additional work on the Renewable Energy assessment and its evidence base, which could alter the number and extent of Local Search Areas, would be published for public comment and that sufficient time would be given for the public to consider and respond to new evidence and any further proposed change to Policy RE1 before any further submissions were presented by the Council to the Inspector even if that required the examination to be adjourned.

In response the Portfolio Holder for Regeneration and Planning advised that the Council was considering further work to refine the search areas including consultation with the Ministry of Defence. The Portfolio Holder said he would endeavour to have full consultation if that was possible under the current timetable but that there could not be any further delay.

5.	CHAIR'S ANNOUNCEMENTS	CC5- 2017
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The Chair gave details of some of the events he had attended since the last meeting. He referred to the Staff Awards event which had been very successful and a chance to acknowledge the work of staff. He advised that before the start of the meeting he had received a petition from County Councillor Viola Evans regarding Caereinion Leisure Centre.

6.	LEADER'S ANNOUNCEMENTS	CC6- 2017
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The Leader welcomed the inclusion of public questions on the Council agenda. He advised that the budget was being finalised and thanked residents for taking part in the consultation exercise. The revenue budget was under huge pressure whilst the capital budget was benefitting from low interest rates. There had been approval for business cases for school projects at Brecon, Gwernyfed, Bro Hydden and the Welshpool primary review, investment totalling £60m. On 8 March the Council would be hosting a careers event at the Royal Welsh Showground. Finally, the Leader paid tribute to Avril York for her work as a Cabinet member and wished her well for the future.

7.	CHIEF EXECUTIVE'S BRIEFING	CC7- 2017
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The Chief Executive advised that the Tour of Britain had brought in an additional 40,000 visitors generating £500,000 for the local economy. He reminded members of the appointment of Carol Shillabeer as Interim Strategic Director for People and Philip Hodgeson as Interim Operations Director for Social Services from 1st January. The Chief Executive put on record his thanks to staff who had attended to assist householders affected flooding in Llanrhaeadr-ym-Mochnant as a result of a burst water pipe. Finally he advised that the final business case for 5 new primary schools had been approved by the Welsh Government's Capital Panel and was awaiting sign off by the First Minister.

8.	PAYMENTS TO CO-OPTED MEMBERS	CC8- 2017
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The Council was asked to consider removing the cap on the maximum number of days which the Independent Member of the Audit Committee could be paid for. He served as Vice-Chair of the Audit Committee, was a member of the Internal Audit Scrutiny Group, the Finance Scrutiny Panel and a new scrutiny group established to review the overspend in social care. The cumulative impact of this increased workload had resulted in the Independent Member exceeding the 25 days maximum allowed by the Council with further meetings to the end of the Council term estimated as a one off cost of £3,250. In considering the recommendation Council noted the valuable contribution made by the Independent Member to the work of the Audit Committee and the Scrutiny groups. Officers were asked to make best use of members' time by the efficient timetabling of meetings.

The recommendation was put to the vote and passed by 46 votes to 5 with no abstentions.

RESOLVED	Reason for Decision
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<p>Audit Committee, was a member of the Internal Audit Scrutiny Group, the Finance Scrutiny Panel and a new scrutiny group established to review the overspend in social care. The cumulative impact of this increased workload had resulted in the Independent Member exceeding the 25 days maximum allowed by the Council with further meetings to the end of the Council term estimated as a one off cost of £3,250. In considering the recommendation Council noted the valuable contribution made by the Independent Member to the work of the Audit Committee and the Scrutiny groups. Officers were asked to make best use of members' time by the efficient timetabling of meetings.</p>	<p>Audit Committee, was a member of the Internal Audit Scrutiny Group, the Finance Scrutiny Panel and a new scrutiny group established to review the overspend in social care. The cumulative impact of this increased workload had resulted in the Independent Member exceeding the 25 days maximum allowed by the Council with further meetings to the end of the Council term estimated as a one off cost of £3,250. In considering the recommendation Council noted the valuable contribution made by the Independent Member to the work of the Audit Committee and the Scrutiny groups. Officers were asked to make best use of members' time by the efficient timetabling of meetings.</p>
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9.	ARRANGEMENTS FOR LOCAL GOVERNMENT ELECTIONS 4 MAY 2017	CC9- 2017
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Council was asked to note that the acceptance of nominations would be by appointment only at County Hall, Llandrindod Wells and at Neuadd Maldwyn, Welshpool and Neuadd Brycheiniog, Brecon on designated days. The recommendation was put to the vote and passed by 57 votes to 0 with 2 abstentions.

RESOLVED	Reason for Decision:
That Members note the report and the requirement to hand deliver nominations by appointment	To ensure that Members are made aware of the nominations process and to ensure that nominations received remain confidential until the close of nominations

10.	COUNCIL FORWARD WORK PROGRAMME FOR 2017	CC10- 2017
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Council received details of its forward work programme from 2017. The Portfolio Holder for Finance pointed out one correction advising that the vote to set the Council tax would be taken on 23 February when Council decided the budget and not 7 March as printed. The Council meeting on 7 March would set the Council Tax schedules for Town and Community Councils.

11.	QUESTIONS IN ACCORDANCE WITH THE CONSTITUTION	CC11- 2017
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11.1. Question to the Portfolio for Property, Buildings and Housing from County Councillor Huw Williams

In a Powys County Council news release, dated the 24th of November 2016, it was stated that, ‘the Council is considering buying Ladywell House, Newtown, as part of an overall strategy to reduce building ownership...’. This news release goes on to say, ‘buying Ladywell House is part of a long term strategy to reduce building ownership and reduce the number of buildings, in the area.’

As part of the business plan, specifically which other buildings have been identified and considered for disposal, ‘to reduce building ownership’? This purchase, according to the news release, will also enable the Council to, ‘reduce its revenue costs by vacating other buildings, with the potential of a substantial capital receipt from the future sale of some of the redundant buildings’? Are these unidentified ‘other’ buildings located in Newtown and/or further afield? Is the purchase of Ladywell House dependent on capital receipts from the sale of these ‘other buildings’, or, is this an aspirational and separate matter?

In answer to your question, at this early stage of the Council’s office rationalisation project no specific buildings have been identified for closure. However the Council does need to reduce its costs and increase the efficiency and effectiveness of its use of its office accommodation. One way this can be achieved in the future is to identify properties that may be surplus to the Council’s needs, possibly because they are require modernisation but are beyond reasonable repair or perhaps because we no longer deliver our services in such a way that these locations are required. The purchase of Ladywell House is not directly dependent upon the receipt of capital from the sale of (as yet unidentified) properties.

Councillor Williams’ supplementary question was to ask how the Council could justify the purchase of this building when communities were fighting the closure of services in their areas and had a condition survey been undertaken and what did it reveal.

The Portfolio Holder confirmed that a condition survey had been undertaken. The property was being bought with a sitting tenant so there would be significant rental income. No decisions had been taken on how the Council would use the building but it could be used to relocate staff from other buildings. The Council had a lot of properties many of which were not in a good condition. These were being looked at by the Strategic Asset Board. STAMP meetings were being held at venues across the County and the Portfolio Holder urged Councillors to attend and give their views on buildings and properties in their areas. The capital for the project had been put aside in the previous year’s budget. The Portfolio Holder for Finance advised that capital was cheap to borrow and that where there was a

strong business case the Cabinet was prepared to spend capital in order to bring in revenue.

11.2. Question to the Portfolio Holder for HR from County Councillor Graham Jones

Can you please tell me the number of full time and part time employees Powys County Council employed in the financial years 2013-2014, 2014-2015 and 2015-2016?

	<i>Full Time</i>	<i>Part Time</i>
2015 - 2016	2531	4062
2014 - 2015	2641	4446
2013 - 2014	2911	4842

This equates to a reduction of 1160 posts or a 13% reduction in full time posts and a 16% reduction in part time posts over the 3 year period.

In answer to Councillor Jones' supplementary question about the redundancy costs the Portfolio Holder with responsibility for HR agreed to provide members with the figures.

12.	EXEMPT ITEMS	CC12- 2017
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RESOLVED to exclude the public for the following 5 items of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

County Councillor GR Price left the meeting at 11.07 a.m.

13.	BRECON CULTURAL HUB - REQUEST FOR VIREMENT	CC13- 2017
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Council considered the recommendation from Cabinet for an additional sum to be put in the budget for the Brecon Cultural Hub to address a shortfall in the funding for the project. The report set out the additional costs that had led to the budget shortfall and the Portfolio Holders and officers answered Members' questions. The Section 151 Officer confirmed that it was proposed to fund through prudential borrowing.

A Member questioned whether some of the additional costs could not have been foreseen as they had been raised by the Place Scrutiny Committee in December 2015. Others Members were critical of the project management arrangements noting that it was only recently that the Cabinet had been represented on the project board and there was a call for the Audit Committee and Place Scrutiny Committee to be involved in investigating the additional costs.

A number of Members noted that this was an important regeneration project for the area and that if the Council did not agree to the virement, the other options would incur significant costs that would outweigh the financial shortfall identified.

County Councillor G Morgan left the meeting at 11.47 a.m.

The recommendation was moved by the Leader and seconded by County Councillor TJ Van Rees and passed by 46 votes to 11 with 3 abstentions.

RESOLVED	Reason for Decision:
<p>That</p> <ol style="list-style-type: none"> 1. The Powys capital budget contribution be increased by the sum specified in the report to provide the balance of funding required to deliver the project. 2. That the Council enters into contract with Kier for the remainder of the works required to deliver the project. 	<p>The Brecon Cultural Hub is started on site and cannot be completed without additional funding as outlined in the preceding report</p> <p>The sum required is in excess of the Cabinet’s authority to spend</p>

**County Councillor KF Tampin
Chair**

**COFNODION CYFARFOD O'R CYNGOR SIR A GYNHALIWDYD YN SIAMBR Y
CYNGOR – NEUADD Y DREF, LLANDRINDOD DDYDD IAU, 26 IONAWR 2017**

YN BRESENNOL

Y Cynghorydd Sir KF Tampin

Y Cynghorwyr Sir PJ Ashton, G R Banks, G Breeze, R G Brown, J H Brunt, L V Corfield, K W Curry, S C Davies, D E Davies, L R E Davies, E R Davies, S Davies, A W Davies, M J Dorrance, V E Evans, W J Evans, D O Evans, L Fitzpatrick, R I George, J Gibson-Watt, P Harris, M R Harris, S M Hayes, J C Holmes, G Hopkins, E A Jones, D C Jones, M J Jones, E M Jones, Eldrydd M Jones, G M Jones, D R Jones, J R Jones, W T Jones, F H Jump, P E Lewis, H Lewis, MC Mackenzie, S McNicholas, P J Medicott, DW Meredith, R H Mills, ET Morgan, G Morgan, JG Morris, W J T Powell, WD Powell, GD Price, D R Price, P C Pritchard, G W Ratcliffe, K M Roberts-Jones, D A Thomas, W B Thomas, A G Thomas, D G Thomas, R G Thomas, T 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- 2017
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Derbyniwyd ymddiheuriadau am absenoldeb oddi wrth y Cynghorwyr Sir MC Alexander, D Bailey, GJ Bowker, MJB Davies, DJ Mayor a JG Shearer.

2.	COFNODION	CC2- 2017
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Awdurdodwyd y Cadeirydd i lofnodi cofnodion y cyfarfod diwethaf a gynhaliwyd ar 18 Tachwedd 2016 yn gofnod cywir.

3.	DATGANIADAU O FUDD	CC3- 2017
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Ni chafwyd gwybod am unrhyw ddatganiadau o fudd.

4.	CWESTIYNAU'R CYHOEDD	CC4- 2017
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4.1. Cwestiynau i Aelod Portffolio'r Cabinet dros Adfywio a Chynllunio oddi wrth y Dr Christine Hugh-Jones

Croesawaf y cyfle i gyflwyno cwestiwn i'r Cynghorydd Sir Tony Thomas, Aelod Portffolio Adfywio a Chynllunio, ar gyfer cyfarfod y Cyngor ar 26 Ionawr 2017:

Dyma fy nghwestiwn:

A yw e'n gallu nodi'r union baragraff ym Mholisi Cynllunio Cymru (Rhifyn 9) neu'r newid sylweddol yn yr amgylchiadau lleol sy'n golygu bod gofyn cael ardaloedd chwilio lleol, ac felly'n cadarnhau dynodiad yr Awdurdod o "Ardaloedd Chwilio Lleol" fel "Newid Penodol Ychwanegol" mor hwyr yn y broses archwilio?

Ymateb yr Aelod Portffolio

Mae Polisi Cynllunio Cymru'n manylu ar bolisiâu cynllunio defnydd tir Llywodraeth Cymru. Mae'n ei gwneud yn eglur bod Nodiadau Cyngor Technegol, cylchlythyrau a llythyron (Paragraff 1.1.1, PCC) yn egluro polisi yn ategu PCC <http://gov.wales/docs/desh/publications/161117planning-policy-wales-edition-9-cy.pdf>

Mae Adran 12.8 PPW yn ymwneud ag ynni adnewyddadwy a charbon isel, ac mae'n datgan:

Paragraff 12.8.2: *"Dylai polisiâu cynllunio ar bob lefel hwyluso cyflawni'r uchelgais a fynegir yn Ynni Cymru: Newid Carbon Isel a thargedau'r DU ac Ewrop ar ynni adnewyddadwy."*

Paragraff 12.8.8: *"Mae Llywodraeth Cymru wedi ymrwymo i ddefnyddio'r system gynllunio i:*

- *sicrhau bod cymaint â phosibl o ynni adnewyddadwy yn cael ei gynhyrchu; sicrhau bod cymaint â phosibl o ynni carbon isel yn cael ei gynhyrchu, ac yn y blaen."*

Paragraff 12.8.9: *Dylai awdurdodau cynllunio lleol hwyluso datblygu pob math o ynni adnewyddadwy a charbon isel er mwyn symud tuag at economi carbon isel (gweler 4.4.2) i helpu i fynd i'r afael â'r ffactorau sy'n achosi'r newid yn yr hinsawdd (gweler 4.7.3). Yn benodol, dylent wneud darpariaeth gadarnhaol ar gyfer datblygiadau o'r fath drwy:*

- *ystyried y cyfraniad y gall eu hardal ei wneud tuag at ddatblygu a hwyluso ynni adnewyddadwy a charbon isel, a sicrhau bod polisiâu cynlluniau datblygu yn helpu i gyflawni'r cyfraniad hwnnw"*

Er bod PCC yn cyfeirio at Ardaloedd Chwilio Strategol, mae'n cyfeirio at bolisi lleol (h.y. polisi LDP) ond nid yw'n cyfeirio'n benodol at 'ardaloedd chwilio lleol'. Fodd bynnag, mae llythyron sy'n egluro'r polisi yn ategu PCC, a chyhoeddwyd llythyr gan y Gweinidog Adnoddau Naturiol dyddiedig 10 Rhagfyr 2015 at yr holl awdurdodau cynllunio lleol ynghylch ei ddisgwyliadau o ran polisiâu ynni mewn cynlluniau datblygu leol.

<http://gov.wales/docs/desh/publications/151210energy-policies-in-local-development-plans-en.pdf>

Ysgrifennodd y Gweinidog (rhan o ddyfyniad):

“Ers cyhoeddi 'Ynni Adnewyddadwy Pecyn Cymorth ar gyfer Cynllunwyr' yn 2010, rwy'n falch o ddweud bod nifer o awdurdodau cynllunio lleol wedi cynnal Aseidiadau Ynni Adnewyddadwy wrth gasglu tystiolaeth er mwyn llunio'r Cynlluniau Datblygu Lleol. Fodd bynnag mae'n siomedig gweld nad oes unrhyw un o'r Cynlluniau Datblygu Lleol yng Nghymru wedi cymryd canlyniadau'r Aseidiadau Ynni Adnewyddadwy a llunio Polisiâu Lleol (gan gynnwys dyraniadau neu ardaloedd chwilio) ar gyfer cynlluniau ynni adnewyddadwy neu dechnolegau carbon isel ar raddfa awdurdod lleol (5MW - 25MW).

Byddai dynodi ardaloedd o'r fath yn dangos arweiniad ar lefel leol; yn rhoi sicrwydd i'r diwydiant ynni adnewyddadwy fedru gwneud penderfyniadau ynghylch buddsoddi; a, drwy broses ymgynghori'r Cynllun Datblygu Lleol byddai'n rhoi llais i gymunedau o safbwynt lleoli datblygiadau ynni adnewyddadwy. Drwy ddynodi'r ardaloedd hyn, gellir llywio datblygiadau i'r lleoliadau mwyaf priodol. Mae Llywodraeth Cymru wedi dilyn y dull gweithredu hwn ar gyfer prosiectau ynni gwynt strategol drwy'r Ardaloedd Chwilio Strategol yn TAN8. Rwyf yn disgwyl i'r awdurdodau cynllunio lleol ddilyn yr un dull gweithredu rhagweithiol ar gyfer pob ffurf ar gynhyrchu ynni adnewyddadwy a charbon isel.

I derfynu, mae PCC yn gofyn i Awdurdodau Lleol, trwy bolisiâu eu cynlluniau datblygu, hwyluso pob math o ynni adnewyddadwy a charbon isel, ac ystyried y cyfraniad y gall ei ardal wneud tuag at ddatblygu a hwyluso ynni adnewyddadwy a charbon isel, a sicrhau bod polisiâu eu cynllun datblygu yn galluogi'r cyfraniad yma.

Mae'r llythyr egluro polisi oddi wrth y Gweinidog Adnoddau Naturiol fis Rhagfyr 2015 yn manylu ar y disgwyliad y bydd awdurdodau lleol yn cynnwys dyraniadau neu ardaloedd chwilio o fewn polisi'r cynllun datblygu lleol. Mae felly'n ei gwneud yn eglur y dylai polisi ynni adnewyddadwy CDLI gael ei ddangos yn ofodol ar y map cynigion.

Adlewyrchwyd y safbwynt yma yn y sylwadau dyddiedig 11 Mawrth 2016 i'r Cyngor gan Lywodraeth Cymru mewn ymateb i'r ymgynghoriad ar y Newidiadau penodol ychwanegol arfaethedig i'r CDLI. [1084 Llythyr LIC](#)

Yn ei chwestiwn atodol, roedd Dr Hugh-Jones yn ceisio sicrhau pendant oddi wrth yr Aelod Portffolio y byddai manylion llawn y gwaith ychwanegol ar yr asesiad Ynni Adnewyddadwy a'i sail tystiolaeth, a allai newid nifer a maint yr Ardaloedd Chwilio Lleol, yn cael eu cyhoeddi er mwyn i'r cyhoedd wneud sylwadau arnynt, ac y byddai digon o amser yn cael ei neilltuo i'r cyhoedd ystyried ac ymateb i unrhyw dystiolaeth newydd ac unrhyw newid pellach arfaethedig i Bolisi RE1 cyn i'r Cyngor gyflwyno unrhyw wybodaeth bellach i'r Arolygydd, hyd yn oed pe byddai hynny'n golygu bod angen i'r archwiliad gael ei ohirio.

Mewn ymateb dywedodd Aelod Portffolio Adfywio a Chynllunio fod y Cyngor yn ystyried gwaith pellach i fireinio'r ardaloedd chwilio, gan gynnwys ymgynghori â'r Weinyddiaeth Amddiffyn. Dywedodd yr Aelod Portffolio y byddai'n ceisio cynnal ymgynghoriad llawn pe byddai modd o fewn yr amserlen bresennol, ond na ddylid oedi ymhellach.

5.	CYHOEDDIADAU'R CADEIRYDD	CC5- 2017
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Rhoddodd y Cadeirydd fanylion rhai o'r digwyddiadau a fynychodd ers y cyfarfod diwethaf. Cyfeiriodd at yr achlysur Gwobrwyo Staff a oedd wedi bod yn noson lwyddiannus iawn ac yn gyfle i gydnabod gwaith y staff. Dywedodd iddo dderbyn deiseb oddi wrth y Cyngorydd Sir Viola Evans cyn y cyfarfod, ynglŷn â Chanolfan Hamdden Caereinion.

6.	CYHOEDDIADAU'R ARWEINYDD	CC6- 2017
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Croesawodd yr Arweinydd gynnwys cwestiynau gan y cyhoedd ar agenda'r Cyngor. Dywedodd fod y gyllideb wrthi'n cael ei dwyn i drefn a diolchodd i'r trigolion am gymryd rhan yn yr ymarfer ymgynghori. Roedd y gyllideb refeniw dan bwysau enfawr ac roedd y gyllideb cyfalaf yn gallu manteisio ar gyfraddau llog isel wrth fenthyg. Roedd achosion busnes prosiectau ysgolion yn Aberhonddu, Gwernyfed, Bro Hyddgen ac ysgol gynradd y Trallwng wedi'u cymeradwyo, sef cyfanswm buddsoddiad o £60m. Ar 8 Mawrth byddai'r Cyngor yn croesawu digwyddiad gyrfaoedd ar faes y Sioe Frenhinol. Yn olaf, talodd yr Arweinydd deyrnged i Avril York am ei gwaith fel aelod o'r Cabinet a dymunodd yn dda iddi ar gyfer y dyfodol.

7.	BRIFFIO'R PRIF WEITHREDWR	CC7- 2017
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Rhoddodd y Prif Weithredwr wybod fod Taith Prydain wedi dod â 40,000 o ymwelwyr ychwanegol i'r sir, a £500,000 i'r economi lleol. Atgoffodd yr Aelodau fod Carol Shillabeer wedi'i phenodi'n Gyfarwyddwr Strategol Dros Dro - Pobl a Philip Hodgeson yn Gyfarwyddwr Gweithrediadau Dros Dro'r Gwasanaethau Cymdeithasol o 1 Ionawr. Roedd y Prif Weithredwr am gofnodi ei ddiolch i'r staff a oedd wedi mynd i gynorthwyo deiliad tai a ddioddefodd y llifogydd yn Llanrhaeadr-ym-Mochnant o ganlyniad i bibell a oedd wedi torri. Yn olaf, dywedodd fod yr achos busnes ar gyfer 5 o ysgolion cynradd newydd wedi'i gymeradwyo gan Banel Cyfalaf Llywodraeth Cymru ac yn aros i gael ei gymeradwyo'n swyddogol gan Brif Weinidog Cymru.

8.	TALIADAU I AELODAU A GYFETHOLWYD	CC8- 2017
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Gofynnwyd i'r Cyngor ystyried symud y cyfyngiad o ran uchafswm nifer y dyddiau y gellid talu Aelod Annibynnol o'r Pwyllgor Archwilio. Gwasanaethodd fel Is-Gadeirydd y Pwyllgor Archwilio, roedd yn aelod o'r Grŵp Craffu Archwilio Mewnol, y Panel Craffu Cyllid a grŵp craffu newydd a sefydlwyd i adolygu'r gorwariant mewn gofal cymdeithasol. Roedd effaith gronnydd y llwyth gwaith yma wedi arwain at yr Aelod Annibynnol yn mynd dros yr uchafswm yr oedd y Cyngor yn ei ganiatáu, sef 25 diwrnod, ac roedd cyfarfodydd pellach tua diwedd tymor y Cyngor, wedi'i hamcangyfrif ar gost unwaith yn unig o £3,250. Wrth ystyried yr

argymhelliad, fe nododd y Cyngor y cyfraniad gwerthfawr a gafodd ei wneud gan yr Aelod Annibynnol i waith y Pwyllgor Archwilio a'r grwp Craffu. Gofynnwyd i swyddogion wneud y defnydd gorau o amser aelodau trwy amserlennu'r cyfarfodydd yn effeithiol.

Pleidleisiwyd ar yr argymhelliad a phasiwyd o 46 pleidlais i 5 a neb yn ymateb.

PENDERFYNWYD	Rhesymau dros y Penderfyniad
<p>Gofynnwyd i'r Cyngor ystyried symud y cyfyngiad o ran uchafswm nifer y dyddiau y gellid talu Aelod Annibynnol o'r Pwyllgor Archwilio. Gwasanaethodd fel is-Gadeirydd y Pwyllgor Archwilio, roedd yn aelod o'r Grwp Craffu Archwilio Mewnol, y Panel Craffu Cyllid a grwp craffu newydd a sefydlwyd i adolygu'r gorwariant mewn gofal cymdeithasol. Roedd effaith gronnus y llwyth gwaith yma wedi arwain at yr Aelod Annibynnol yn mynd dros yr uchafswm yr oedd y Cyngor yn ei ganiatáu, sef 25 diwrnod, ac roedd cyfarfodydd pellach tua diwedd tymor y Cyngor, wedi'i hamcangyfrif ar gost unwaith yn unig o £3,250. Wrth ystyried yr argymhelliad, fe nododd y Cyngor y cyfraniad gwerthfawr a gafodd ei wneud gan yr Aelod Annibynnol i waith y Pwyllgor Archwilio a'r grwp Craffu. Gofynnwyd i swyddogion wneud y defnydd gorau o amser aelodau trwy amserlennu'r cyfarfodydd yn effeithiol.</p>	<p>Gofynnwyd i'r Cyngor ystyried symud y cyfyngiad o ran uchafswm nifer y dyddiau y gellid talu Aelod Annibynnol o'r Pwyllgor Archwilio. Gwasanaethodd fel is-Gadeirydd y Pwyllgor Archwilio, roedd yn aelod o'r Grwp Craffu Archwilio Mewnol, y Panel Craffu Cyllid a grwp craffu newydd a sefydlwyd i adolygu'r gorwariant mewn gofal cymdeithasol. Roedd effaith gronnus y llwyth gwaith yma wedi arwain at yr Aelod Annibynnol yn mynd dros yr uchafswm yr oedd y Cyngor yn ei ganiatáu, sef 25 diwrnod, ac roedd cyfarfodydd pellach tua diwedd tymor y Cyngor, wedi'i hamcangyfrif ar gost unwaith yn unig o £3,250. Wrth ystyried yr argymhelliad, fe nododd y Cyngor y cyfraniad gwerthfawr a gafodd ei wneud gan yr Aelod Annibynnol i waith y Pwyllgor Archwilio a'r grwp Craffu. Gofynnwyd i swyddogion wneud y defnydd gorau o amser aelodau trwy amserlennu'r cyfarfodydd yn effeithiol.</p>

9.	TREFNIADAU AR GYFER ETHOLIADAU LLYWODRAETH LEOL 4 MAI 2017	CC9- 2017
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Gofynnwyd i'r Cyngor sylwi mai trwy apwyntiad yn unig yn y byddai enwebiadau'n cael eu derbyn, yn Neuadd y Sir, Llandrindod, Neuadd Maldwyn, Y Trallwng a Neuadd Brycheiniog, Aberhonddu ar ddyddiau penodol. Pleidleisiwyd ar yr argymhelliad, a phasiwyd y cynnig o 57 i 0 gyda 2 yn ymatal.

PENDERFYNWYD	Rhesymau dros y Penderfyniad
Y dylai Aelodau nodi'r adroddiad a'r gofyniad i ddod ag enwebiadau trwy apwyntiad yn unig	Sicrhau bod Aelodau'n ymwybodol o'r broses enwebiadau a bod yr enwebiadau a dderbynnir yn aros yn gyfrinachol hyd y diwrnod cau am enwebiadau.

10.	BLAENRAGLEN GWAITH Y CYNGOR AR GYFER 2017	CC10- 2017
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Derbyniodd y Cyngor fanylion ei flaenraglen waith o 2017 ymlaen. Tynnodd yr Aelod Portffolio â chyfrifoldeb am Gyllid sylw at un cywriad, gan ddweud y byddair bleidlais i osod Treth y Cyngor yn cael ei chynnal ar 23 Chwefror, pan fyddai'r Cyngor yn penderfynu ar y gyllideb, ac nid 7 Mawrth, fel yr argraffwyd. Bydd cyfarfod y Cyngor ar 7 Mawrth yn gosod rhestrau Treth y Cyngor ar gyfer y Cynghorau Tref a Chymuned.

11.	CWESTIYNAU YN UNOL Â'R CYFANSODDIAD	CC11- 2017
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11.1. Cwestiwn i'r Aelod Portffolio â chyfrifoldeb am Eiddo, Adeiladau a Thai oddi wrth y Cynghorydd Sir Huw Williams

Mewn datganiad newyddion Cyngor Sir Powys, dyddiedig 24 Tachwedd 2016, datganwyd bod 'y Cyngor yn ystyried prynu Tŷ Ladywell, Y Drenewydd fel rhan o strategaeth gyffredinol i leihau ei berchnogaeth ar adeiladau ...'. Â'r datganiad newyddion yn ei flaen i ddweud 'mae prynu Tŷ Ladywell yn rhan o strategaeth tymor hir i leihau ein perchnogaeth ar adeiladau a lleihau nifer yr adeiladau yn yr ardal.'

Fel rhan o'r cynllun busnes, yn benodol pa adeiladau eraill sydd wedi'u clustnodi a'u hystyried i'w gwaredu 'er mwyn lleihau ein perchnogaeth ar adeiladau? Bydd y pryniant yma, yn ôl y datganiad newyddion, hefyd yn galluogi'r Cyngor i leihau ei gostau refeniw sylweddol trwy wacáu eraill gyda'r potensial o gyfalaf yn sgil gwerthu rhai adeiladau segur yn y dyfodol? Ai yn y Drenewydd ynteu yn bellach i ffwrdd mae'r adeiladau 'eraill' anhysbys yma? A yw prynu Tŷ Ladywell â chyfalaf yn digwydd o ganlyniad i werthu'r 'adeiladau eraill' hyn, ynteu a yw hyn yn ymgeisiol ac yn fater ar wahân?

Mewn ymateb i'ch cwestiwn, yn y cam cynnar yma o brosiect rhesymoli swyddfeydd y Cyngor, nid ydym wedi clustnodi unrhyw adeiladau penodol i'w cau. Fodd bynnag, mae angen i'r Cyngor leihau ei gostau a chynyddu effeithlonrwydd ac effeithiolrwydd ei ddefnydd o swyddfeydd. Yn y dyfodol, mae'n debyg mai dod o hyd i eiddo a allai fod yn ychwanegol at anghenion y Cyngor (efallai oherwydd bod angen eu moderneiddio, neu y tu hwnt i waith atgyweirio

rhesymol, neu efallai oherwydd nad ydym erbyn hyn yn cyflenwi'n gwasanaethau mewn modd sy'n golygu bod angen y lleoliadau hyn arnom) yn un ffordd o gyrraedd y nod. Nid yw prynu Tŷ Ladywell yn uniongyrchol ddibynol ar dderbyn cyfalaf o werthiannau safleoedd eraill (na wyddys beth fyddant hyd yma).

Cwestiwn atodol y Cynghorydd Williams oedd gofyn sut allai'r Cyngor gyfiawnhau prynu'r adeilad pan roedd cymunedau'n gorfod ymladd cau gwasanaethau yn eu hardaloedd hwy, ac a oedd arolwg o'i gyflwr wedi'i wneud, a beth oedd wedi'i ddatgelu yn hwnnw.

Cadarnhaodd yr Aelod Portffolio fod arolwg o'r cyflwr wedi'i gynnal. Roedd yr eiddo'n cael ei brynu gyda thenant eisoes, felly byddai incwm rent sylweddol arg gael. Nid oedd unrhyw benderfyniad wedi'i wneud ar sut y byddai'r Cyngor yn defnyddio'r adeilad, ond gellid ei ddefnyddio i adleoli staff o adeiladau eraill. Roedd gan y Cyngor sawl eiddo a llawer ohonyn nhw heb fod mewn cyflwr da. Roedd y Bwrdd Asedau Strategol yn edrych ar y rhain. Roedd cyfarfodydd STAMP yn cael eu cynnal mewn mannau ar hyd a lled y Sir ac anogodd yr Aelod Portffolio'r Cynghorwyr i fynychu a rhoi'u barn ar adeiladau ac eiddo yn eu hardal. Roedd cyfalaf ar gyfer y prosiect wedi'u neilltuo yng nghyllideb y flwyddyn flaenorol. Dywedodd yr Aelod Portffolio â chyfrifoldeb am Gyllid fod y cyfalaf yn rhad ei fenthyg a phan roedd achos busnes cryf dros wneud hynny, roedd y Cabinet yn barod i wario cyfalaf er mwyn dod â referniw i mewn.

11.2. Cwestiynau i'r Aelod Portffolio â chyfrifoldeb am Adnoddau Dynol gan y Cynghorydd Sir Graham Jones

Allwch chi ddweud wrtha' i os gwelwch yn dda beth oedd nifer y gweithwyr amser llawn a rhan-amser a gyflogodd Cyngor Sir Powys ym mlynnyddoedd ariannol 2013-2014, 2014-2015 a 2015-2016?

	<i>Amser llawn</i>	<i>Rhan amser</i>
2015 - 2016	2531	4062
2014 - 2015	2641	4446
2013 - 2014	2911	4842

Mae hyn gyfwerth â 1160 swydd neu leihad o 13% mewn swyddi amser llawn a lleihad o 16% mewn swyddi rhan-amser dros y cyfnod o 3 blynedd.

Mewn ateb i gwestiwn atodol y Cynghorydd Jones am gostau diswyddo gweithwyr, cytunodd yr Aelod Portffolio â chyfrifoldeb am Adnoddau Dynol ddarparu'r ffigyrau i'r aelodau.

12.	EITEMAU EITHRIEDIG	CC12- 2017
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PENDERFYNWYD eithrio'r cyhoedd am y 5 eitem nesaf ar yr agenda ar y sail y byddent yn datgelu gwybodaeth sydd wedi'i heithrio dan gategori 3 Gorchymyn Awdurdodau Lleol (Mynediad at Wybodaeth) (Cymru) 2007.

Gadawodd y Cynghorydd Sir GR Price y cyfarfod am 11.07 a.m.

13.	CANOLFAN DDIWYLLIANNOL ABERHONDDU – CC13- 2017
	CAIS AM DROGLWYDDIAD CYFALAF

Rhoddodd y Cyngor ystyriaeth i argymhelliad y Cabinet am swm ychwanegol i'w roi yn y gyllideb ar gyfer Canolfan Ddiwylliannol Aberhonddu i fynd i'r afael â diffyg yn y cyllid ar gyfer y prosiect. Roedd yr adroddiad yn manylu ar y costau ychwanegol a oedd wedi arwain at y diffyg yn y gyllideb ac atebodd yr Aelodau Portffolio a'r swyddogion gwestiynau'r Aelodau. Cadarnhaodd y Swyddog Adran 151 bod bwriad i gyllido'r diffyg trwy fenthylg darbodus.

Holodd Aeloda oni ellid fod wedi rhagweld rhai o'r costau ychwanegol gan eu bod wedi'u codi gan y Pwyllgor Craffu Lle fis Rhagfyr 2015. Roedd Aelodau eraill yn feirniadol o'r modd y cafodd y prosiect ei reoli, gan nodi mai dim ond yn ddiweddar yr oedd y Cabinet wedi cael ei gynrychioli ar y bwrdd prosiect, a galwyd ar y Pwyllgor Archwilio a'r Pwyllgor Craffu Lle i gymryd rhan yn y dasg o ymchwilio i'r costau ychwanegol.

Nododd nifer o Aelodau fod hyn yn brosiect adfywio pwysig i'r ardal a phe na byddai'r Cyngor yn cytuno i'r trosglwyddiad cyllid, byddai'r opsiynau eraill yn golygu costau sylweddol a fyddai'n fwy na'r diffyg ariannol ei hun.

Gadawodd y Cynghorydd Sir G Morgan y cyfarfod am 11.47 a.m.

Cynigiwyd yr argymhelliad isod gan yr Arweinydd, a'i eilio gan y Cynghorydd Sir TJ Van Rees. Pasiwyd y cynnig o 46 pleidlais i 11, gyda 3 yn ymatal.

PENDERFYNWYD	Rhesymau dros y Penderfyniad
1. Cynyddu cyfraniad cyllideb cyfalaf Powys o'r swm penodol a nodir yn yr adroddiad er mwyn darparu gweddill yr arian y mae ei angen i gyflawni'r prosiect.	Mae'r gwaith o godi Canolfan Ddiwylliannol Aberhonddu wedi dechrau ar y safle, ac nid oes modd ei orffen heb gyllid ychwanegol, fe y nodir yn yr adroddiad blaenorol
2. Bod y Cyngor yn llunio cytundeb penodol gyda chwmni Kier am weddill y gwaith sydd ei angen i gyflawni'r prosiect.	Mae'r swm angenrheidiol yn uwch nag yr awdurdodir y Cabinet i'w wario

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CYNGOR SIR POWYS COUNTY COUNCIL.

COUNCIL
23rd February 2017

REPORT AUTHOR: County Councillor Wynne T Jones
Portfolio Holder for Finance

SUBJECT: Capital Virement for Fleet Facility

REPORT FOR: Decision

Summary

This report requests the following capital virement.

Work relating to the new Fleet facility is not likely to commence until 2017/18 therefore it is recommended that the budget of £1,170k is rolled forward.

Proposal

A business case for the fleet facility is being prepared prior to finalising proposed options and discussions are ongoing to identify other possible sources of funding from potential partners. This work will not be completed in this financial year, it is therefore proposed that the funding already included in the capital programme is rolled forward into 2017/18.

Options Considered/Available

No alternative options are considered appropriate as a result of this report.

Preferred Choice and Reasons

Approve the virement, pending completion of the business case and option appraisal and carry out the works in 2017/18.

Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc

The proper management and control of the Council's finances together with the associated delivery of services will have an impact across all Council services. It is not sustainable to allow service areas to overspend without a plan to address the underlying cause of the overspending.

Children and Young People's Impact Statement - Safeguarding and Wellbeing

N/A

Local Member(s)

This report relates to a Fleet Facility for the whole of the County.

Other Front Line Services

This report relates to a facility that will serve all service areas across the County.

Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

The Capital and Financial Planning Accountant supports this recommendation to roll forward the budget of £1.17m to 2017/18. This project is within the Capital Programme of the authority.

Legal: The recommendations can be supported from a legal point of view

Local Service Board/Partnerships/Stakeholders etc

N/A

Corporate Communications

This report has no specific communication considerations. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

Statutory Officers

The Strategic Director, Resources (Section 151 Officer) notes the comments made by Finance.

The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report."

Members' Interests

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:
The Capital Virement to roll forward £1,170K into 2017/18 is approved.	To complete the evaluation of the proposed options, prepare a business case and identify other possible sources of funding in 2017/18 and to comply with the Authority's financial regulations.

Relevant Policy (ies):	Financial Regulations		
Within Policy:	Yes	Within Budget:	Yes

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Dawn Richards
Date By When Decision To Be Implemented:	

Contact Officer Name:	Tel:	Fax:	Email:
Jane Thomas	01597 826341	01597 826290	jane.thomas@powyscc.gov.uk

Background Papers used to prepare Report:

Cabinet Report
C17-2017 Financial Overview and Forecast as at 31st December 2016

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CYNGOR SIR POWYS COUNTY COUNCIL.

Council
23rd February 2017

REPORT AUTHOR: County Councillor Wynne Jones
Portfolio Holder for Finance

SUBJECT: Minimum Revenue Provision Annual Statement 2017/18

REPORT FOR: Decision

1. Summary

1.1 This report is a statutory requirement required under Local Authority regulations when revising the method used to calculate the Minimum Revenue Provision for 2017/18.

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 It is recommended to continue to calculate the MRP on a 2% on a straight line basis for borrowing Council Fund debt previously financed from supported borrowing or credit approvals. The estimated amount for 17/18 is £3.069m. The actual figure will be calculated in June 2017.

- 3.2 The advantage of the straight line basis is that the debt is extinguished over a 50 year period. In comparison the same debt on a 4% 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 2017/18 this MRP is estimated to be £1.6m and the actual amount will be finalised after the accounts have closed in May 2017.
- 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.
- 5. Housing Revenue Account (HRA)**
- 5.1 The share of the Housing Revenue Account (HRA) Capital Financing Requirement is subject to a 2% reducing balance MRP and is currently estimated at £1.691m for 2017/18. This is a combination of historic debt, the estimate subsidy settlement.
- 5.2 The HRA MRP for prudential debt will be calculated using the asset life method and is estimated at £161k for 2017/18.
- 6. Assets Under Construction**
- 6.1 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 £194K for 2017/18.
- 6.2 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.
- 7. Options Considered/Available**
- 7.1 A detailed review was undertaken by external consultants on the method of calculating the MRP. The advice provided has given assurance about the proposed change.
- 8. Local Member(s)**
- 8.1 Not applicable
- 9. Other Front Line Services**
- 9.1 Not applicable
- 10. Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)**
- 10.1 The Finance function has been closely involved in the review and confirms the data included in the report.

11. Legal – The recommendations can be supported from a legal perspective

12. Corporate Communications

12.1 No proactive communication action required.

13. Statutory Officers

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

It is appropriate that we have considered our existing MRP policy and the amendment 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.

13.2 The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report."

14. Members' Interests

14.1 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.
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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".

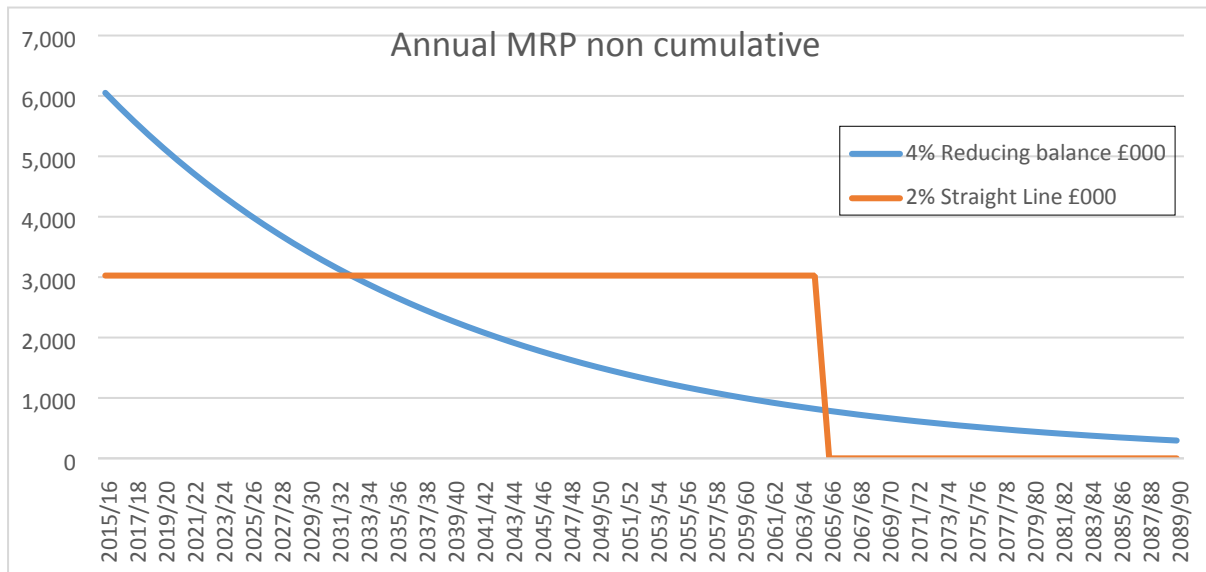
Significantly, under option 3 (and option 4), MRP does not have to be charged until the financial year following that in which the asset is completed and becomes operational.

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 compared with a 4% reducing balance method



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)

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CC21- 2017

CYNGOR SIR POWYS COUNTY COUNCIL

Council

23 February 2017

REPORT AUTHOR: Finance Scrutiny Panel

SUBJECT: Budget Proposals 2017/18

REPORT FOR: Information

The Finance Scrutiny Panel (FSP) has held several meetings during the year and met with officers and Cabinet Members.

The FSP notes the fluid budget position and the large overspend position around Adult Social Care (ASC) and as a result the FSP offers the following comments based on information available as at the end of January 2017.

The savings proposals have been based on those presented as part of the 2016/17 MTFs (Medium Term Financial Strategy). However, the FSP would have welcomed more verifiable detail at an earlier stage in order to provide more effective scrutiny of proposals and support for the process. As a result the FSP feels unable to comment in detail on the proposals. The FSP notes the continuing development of the longer term approach but raises concerns that the budget process was not more advanced at the time of presentation and suggest that, as it is a 3 year plan, an earlier indication ought to be available of the budget detail going forward.

The following key points are brought to Cabinet's attention:

- The FSP welcome the move to a three year budget plan but are disappointed that this foundered early in the financial year in some areas
- The principle of the 3 year Plan supported by cash limited budgets no longer exists in some important areas. Changes were adopted part way through the year without substantial reasons or evidence.
- The FSP supports the Portfolio Holder for Finance in his wish to move to a five year budget plan but acknowledge this cannot happen until the Welsh Government move to a five year plan from its current one year approach.
- The FSP recognises the fact there is a Reserves Policy but would wish to see greater clarity around the proposals for the replenishment of reserves if these are substantially reduced in order to offset the projected overspend at the end of 2016/17.
- Further savings are expected to be made in ASC – assurance is sought that such savings are achievable given the failure to achieve savings in previous years and particularly within the 2016/17 budget
- Budgets were cash limited in the current year although this has not been adhered to in some areas. There needs to be greater understanding of whether we are working on a cash limited budget or a demand led budget

based on overspend. Regular overspends undermines those areas that work within a cash limited financial envelope.

- Scrutiny is being hampered by the lack of detail in budget plans preventing proposals to be scrutinized effectively. Prompt and accurate data must be provided
- The FSP is concerned that a substantial draw on reserves is unsustainable going forward. We do not support proposals to establish an individual service reserve. Should reserves be needed, any Directorate must apply for funds supported by strong, sound and rigorously scrutinised business plans.
- The FSP accepts the intention to take a more strategic approach to budget savings but is concerned that the continuation in some areas of the ‘salami slicing’ model is detrimental to a controllable financial and focussed environment
- The FSP is disappointed that Cabinet have not explored other budgeting models, such as zero based budgeting, which would enable improved financial control and scrutiny and give a more accurate cost of each service. However it is pleased that the Chief Executive’s Recovery Plan will start to address this issue by a base budget review in Adult Services and would like to see this rolled out to all directorates.
- FSP welcome the progress made with regard to the quality of Impact Assessments. However concerns remain, in some assessments that increased cost impacts exist within the identified risks and mitigating actions. As no clear evidence is available to demonstrate how such costs have been incorporated into final action plans it remains unsure whether identified levels of savings can be delivered.
- We welcome the proposals for increased funding in education but require further, detailed information on how this will be allocated
- Once again the Panel would wish to stress its concerns that increases in Council Tax do not reflect the average income within the County. Powys County Council is one of the highest self-funders in Wales.

Conclusion

Whilst noting the progress being made, the extent of changes to the 3 year Plan are undesirable and in future we would seek a more consistent approach. We should expect a 3 year plan to be more robust and not see it derailed within the first quarter of the financial year.

Cabinet should not put forward untested proposals, which when subject to public consultation, are withdrawn. There have been a number of situations where Cabinet decisions have adversely impacted the ability to achieve savings. This has a major impact on current and future budgets upon which the savings were predicated. All budget measures should be stress tested before being incorporated.

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Background Papers used to prepare Report:

Budget Seminar presentations – Cabinet and Council
Draft (confidential) Financial Resource Model

CC22- 2017

CYNGOR SIR POWYS COUNTY COUNCIL.

Council
23rd February 2017

REPORT AUTHOR: County Councillor Wynne Jones
Portfolio Holder for Finance

SUBJECT: Budget for 2017-18, Medium Term Financial Strategy 2017-2020 and Capital Programme for 2017-2021

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 2017 with provisional proposals for the next 3 years to 31st March 2020. 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 2017/18. There is no requirement to set out a balanced position beyond the next year but the three year strategy has been developed to enable longer term planning and transformation. The second year of the plan shows a small deficit position, however the third year (2019/20) requires further development to bring it into a balanced position. At this stage the overall approach is to base 2019/20 on transformational activity.
- 1.3 As in previous years the Council continues to respond to the major financial challenge it is experiencing. The 2017/18 financial settlement from the Welsh Government saw a decrease of 0.5% compared with 2016/17 meaning a reduction in funding of £0.394m. In addition service and other pressures added to the overall level of required savings.
- 1.4 The budget for 2017/18 includes investment and service pressures of £13.621m and in order to produce a balanced budget savings of £9.636m and other strategies have been identified and included in the plan.
- 1.5 The level of funding represented the joint highest reduction in financial settlement in Wales out of the 22 local authorities with the average being an increase of 0.2%. This position has yet again been helped by the application of a 'top up' which Powys along with 3 other authorities has benefitted from. This has minimised the level of reduction to 0.5%.
- 1.6 For many years rural authorities have canvassed Welsh Government (WG) to recognise the additional cost of delivering services in a rural environment, particularly in providing community-based social services for older people over large geographic and sparse areas. The settlement for 2017/18 now includes some recognition of this with the inclusion of a sparsity measure for Social Services. The revision has provided Powys with an additional £3m, which will be implemented over a 2 year period.
- 1.7 The Cabinet continues to support an increase in 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 funding 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.

- 1.8 The budget proposals have undergone an 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.
- 1.9 The financial planning process continues to develop and has been developed alongside the new Corporate Improvement Plan 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 UK's debt situation. The UK Government is no longer on course to balance the budget during the current Parliament and has formally dropped this ambition in a significant loosening of its fiscal targets. Public Sector net borrowing is now expected to fall more slowly, primarily reflecting weak tax receipts so far this year and a more subdued outlook for economic growth as the UK negotiates a new relationship with the European Union.
- 2.2 The UK Government is part way through significant cuts in spending on public services as it attempts to deal with the large hole in the UK's finances. As a result of its ongoing programme of austerity the funding provided to Wales in the Welsh block grant has reduced in real terms each year since 2009/10. Spending Plans set out by the Treasury set out further cuts. Wales is therefore looking at an extraordinary eleven or more years of retrenchment in public service spending. This means the requirement to continue to make savings will not stop and the Council must look at ever more challenging areas to realise savings.
- 2.3 The Autumn Statement included more than £400m of additional capital funding for Wales between 2016/17 and 2020/21 which will assist WG in supporting their investment priorities for new infrastructure, creating jobs and securing Wales' future prosperity. Additional revenue funding of £35.8m between 2016/17 and 2019/20 which includes £20m funding previously announced as a result of the apprenticeship levy means that the net increase is negligible.
- 2.4 Importantly, the UK Government is still to announce how it will make £3.5bn of cuts in 2019/20 – these could have a significant impact on the Welsh budget in the future, thereby perpetuating fiscal uncertainty. However, as the Chancellor did not make any cuts in 2017/18, there is scope to make a small number of additional revenue allocations.
- 2.5 This year the Welsh Government's budget process has been undertaken against the backdrop of unprecedented levels of uncertainty, following the outcome of the European Union referendum but also relating to the fiscal outlook, which presents a number of challenges.
- 2.6 The Welsh Local Government finance settlement has had a slight increase in their revenue funding for 2017/18 of £10m, this is the first increase in the settlement for Local Government since 2013/14. This represents an average increase of 0.2% for Councils

from 2016/17. When new responsibilities are netted off the settlement will show a slight decrease.

- 2.7 Overall the levelling out of reductions to the revenue settlement is clearly better than it has been over the last three financial years. However, local government spending pressures will total around £200m in 2017/18 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will be particularly tough for councils.
- 2.8 The role that Local Government services play in reducing the impact and cost pressures of other public services is recognised with additional funding included in the settlement for Social Services.
- 2.9 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.
- 2.10 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.
- 2.11 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.
- 2.12 Having seen our funding protected through the funding "floors" for the last 3 years we welcome the recognition in the funding settlement that rural authorities incur additional costs to deliver services such as Social Services and are pleased to see the inclusion of adjustments to the formula through the implementation of the social services sparsity allowance. The phasing of this change over 2 years has been negated by further protection this year with the inclusion of a top-up.
- 2.13 Powys has a place on the Distribution Sub Group that advises Welsh Government and over a number of years this has been vital in bringing these issues to the fore. The Group continues to work on the formula looking at other costs such as Public, Home to School and Special Education Transport all of which are significant cost pressures for rural authorities.

3 Welsh Government Settlement

- 3.1 The Final Settlement was received on the 21st December 2016. The Aggregate External Finance (AEF) figure was £170.028m which was a 0.5% or £0.394m reduction in grant after adjusting for transfers. The impact upon Local Government in Wales as a whole was an average increase in funding of 0.2%. This means that Powys has £1,287 of funding per capita, compared to the Wales average of £1,320.
- 3.2 The authority received a top up in funding to limit the reduction to 0.5% of £1.237m compared to the top in 16/17 of £1.952m.

3.3 Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in Table 1.

Table 1 Key Indicators	All Wales	Powys	All Wales	Powys	All Wales	Powys	
Dataset	2016-17 Final	2016-17 Final	2017-18 Final	2017-18 Final	% Difference	% Difference	Rank
Population - Projections	3,131,170	134,600	3,116,371	132,116	-0.5%	-1.8%	21
Pupil Numbers - Nursery and Primary	257,423	9,881	261,391	9,949	1.5%	0.7%	17
Pupil Numbers - Secondary in year groups 7-11	158,384	6,520	156,986	6,328	-0.9%	-2.9%	22
Free School Meals - Primary	47,125	1,027	46,265	998	-1.8%	-2.8%	14
Free School Meals - Secondary	27,664	654	27,055	638	-2.2%	-2.4%	10
Children in out of work families	138,700	3,300	133,400	3,100	-3.8%	-6.1%	21
Total IS/ JSA/ PC claimants - Under 65	129,068	3,034	106,468	2,366	-17.5%	-22.0%	21
Total IS/ JSA/ PC claimants - 65+	127,130	5,121	121,761	4,908	-4.2%	-4.1%	7
Total IS/ JSA/ PC claimants	256,860	8,178	228,789	7,291	-10.9%	-10.8%	11
SDA & DLA claimants	138,725	4,451	145,035	4,556	4.5%	2.4%	22

3.4 One of the key changes is the population projections. These have changed from the 2011 figures to the revised 2014 based projections. The impact for Powys is a 1.8% reduction or 2,484 people. The population number in total is used, in full or part, in 11 of the IBA's in the Green Book and the financial impact was estimated at a 'cost' of £1.07m by the Distribution Sub Group.

3.5 The number of pupils in Nursery and Primary Schools in Powys has increased and Powys was ranked 17th of all authorities. Pupil numbers increased by 68. The number of pupils in Secondary Schools in Powys has reduced by 192 and Powys was ranked bottom.

3.6 The number of Free School Meals for Secondary pupils has decreased by 16 pupils. Powys was ranked 10th in this category. For Primary School Free meals Powys was ranked 14th with a decrease of 29 pupils.

3.7 Four small grants were transferred into the Revenue Support Grant (RSG) and one financial commitment transferred out.

3.8 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 Resources Model (FRM).

3.9 The Pupil Premium Grant has increase by £152k and is now £2.2m for 2017/18, while the Education Standard Grant has decreased by £41k and is now £5.5m for 2017/18.

3.10 The indicative amount for the Supporting People Grant currently £5.1m has been announced with no reduction in the level of funding.

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 a balanced budget. The savings targets agreed at this stage have then led to service managers needing to develop more detailed proposals

which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

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

- The Powys Budget Simulator
- Service Consultations
- Legislative Consultations

Conclusions

4.3 Research and consultation exercises were conducted during the year on how to achieve budget savings for specific services like libraries, leisure centres, day care centres, household waste and recycling centres. Further consultation via the simulator provided clear evidence that residents are very much aware of the budget deficit issue and the need to make savings over the next three financial years.

4.4 However the awareness doesn't change the views expressed by a growing number of residents around how they feel savings could be found. There is a clear view being expressed that Powys has too many members, and that further savings on management costs and consultants could be made.

Key Conclusions from the Simulator Exercise

4.5 There is a reluctance to see the services that provide for the more vulnerable in our society being cut. As per last year there was less appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and learning disability services also received lower cuts of just under 6% followed by waste and recycling with a cut of just under 7%.

4.6 There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements. This applied to both schools and environmental health in particular.

4.7 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

4.8 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.

Members Seminars

4.9 Members of the Council have again 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 settlement information have been shared with members and the impact on the budget modelled and considered. Members have been provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

Finance Scrutiny Panel

4.10 The Finance Scrutiny Panel, comprising Group Leaders of non-Executive Groups together with representatives of the Audit Committee, have been engaged in the budget process throughout the year and have reviewed the process and analysed the proposals as they have developed. They have also undertaken sessions with Cabinet members to scrutinise and challenge the budget and the underlying assumptions throughout its development.

5 Proposal – Revenue Budget 2017/18

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 2017/18 is £240.6m. This includes the delegated schools' budget

5.3 The budget is underpinned by the revenue settlement received from WG which funds 70.6% 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 4.50%, 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 with Council Tax setting being considered by a separate full Council on the 7th March 2017.

5.5 Should this level of increase be changed the financial impact will be as follows:-

- 0.25% change £168k
- 0.50% change £336k
- 1.00% change £673k

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 Corporate Improvement Plan, 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 2017/18 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 £0.909m has been provided to meet these additional costs, the majority of this funding provides for the 1% pay award.

5.9 A number of small grants have transferred into RSG totalling £115k for Blue Badge, Delivering Transformation and the Food Hygiene Rating Scheme.

5.10 The proposal identifies and includes investment and service pressures of £13.621m, this demonstrates that the budget takes a balanced approach. In summary:

- There is a fixed annual amount for the pension fund liability of £300k, rising from £250k in 2016/17, with an additional amount needed for future auto enrolment into the pension fund totalling £374k. The actuarial revaluation of the pension fund will require an additional £750k in each of the next three years.
 - 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 £747k has been included to support the change programme.
 - 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 £170k because of Mid and West Fire Service's decision.
 - The Apprenticeship levy is a UK Government employment tax that will come into force in April 2017. All Employers with a pay bill of more than £3m each year will pay the levy. The levy rate is 0.5% of pay bill, for Powys this is estimated at £600k and this payment has been included in the budget proposal. It is expected that the Council will access this funding or support through the Welsh Government Apprenticeship Programme but as yet this is unclear and we await further guidance
 - Cabinet have agreed revenue base funding for Adult Social Care totalling £5.586m but this figure will be reduced by the savings target of £2.208m giving a net funding increase of £3.378m.
 - Additional funding for schools has been included £1m for allocation via the formula and an additional £0.8m for out of county placements. The MTFs also includes an additional £1m per annum for its three years given a proposed investment of £6m over its lifetime to increase standards,
- 5.11 Cabinet supported the Budget Recovery Plan that was presented on the 20th December, 2016, with a number of recommendations taken forward into 2017, they will be monitored through an action plan and regular updates. The report noted that Adult Social Care (ASC) had potential service pressures of over £10m, in part relating to the impact of service demand and non-delivery of savings from previous years.
- 5.12 The service will deliver a full Transformation Plan for ASC that provides a clear vision of the service transformation through to 2021, it will include a review of the base budget and a rigorous review of growth and service pressures and confidence in delivery of future savings targets.
- 5.13 Cabinet have agreed revenue base funding for ASC totalling £5.586m however this figure will be reduced by the already agreed savings target of £2.208m leaving a net funding increase of £3.378m. This represents a 6% increase in net budget. In addition a specific reserve of £2.75m will be set aside, but only accessible through the virement process, with demonstrable evidence of need and supporting business case. The reserve is a key part of the overall budget.
- 5.14 It is essential that the overarching budget strategy brings together the Revenue and Capital budgets alongside the policy on Reserves. The approach links these three key elements to form the foundation of our financial plans. The Revenue Budget proposed

includes these considerations with provision for the financing of capital and proposals around reserves.

- 5.15 In order to produce a balanced budget for 2017/18 and the two future years over the period of the strategy, savings of £26m are required and services were targeted with identifying proposals to deliver them. A balanced budget has been achieved within the first two years, but an additional £7.250m is required in 2019/20, a saving plan will be developed through 2017 with an approach for more targeted and transformational savings rather than a blanket reduction across all services.
- 5.16 The service proposals for 2017/18 and the following 2 years have been included in the budget plan and are provided in detail in Appendix 3.
- 5.17 Many of the proposals have already commenced following approval in last year's budget. The continuation of the progress already made will produce further savings in 2017/18 and future years.
- 5.18 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.
 - 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.
 - Implement the change in the school age of admissions policy
 - Implement the 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.
 - 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 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 Council's Budget setting process.
- 6.3 The level of reserves held and their forecast use in 2016/17 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 as at 31st December 2016.

Summary	Reserves 01/04/16 Surplus/ (Deficit) £'000	Forecast Addition to/ (Use of) reserves £'000	Projected 31/3/17 Surplus/ (Deficit) £'000
General Fund	10,285	(1,090)	9,195
Projected Overspend		(4,597)	(4,597)
	10,285	(5,687)	4,598
Ringfenced & Specific Reserves			
Budget Management Reserve	3,984	(610)	3,374
Specific Reserves	1,881	(418)	1,463
21st Century Schools Reserve	6,734	(1,692)	5,042
Invest to Save & Corporate Initiatives (inc JE)	8,673	(1,195)	7,478
Insurance Reserve	1,965	(23)	1,942
Transport & Equipment Funding Reserve	5,054	(42)	5,012
Sub-Total	28,291	(3,980)	24,311
Schools Delegated Reserves	2,810	(2,075)	735
School Loans & Other Items	(417)	55	(362)
Projected Underspend		(79)	(79)
Net School Delegated Reserves	2,393	(2,099)	294
Total Ringfenced & Specific Reserves	30,684	(6,079)	24,605
Housing Revenue Account	1,385	(384)	1,001
Projected Underspend		73	73
	1,385	(311)	1,074
Total Revenue Reserves	42,354	(12,077)	30,277

- 6.4 A risk based assessment has been carried out for the S151 Officer 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 replenishment of reserves previously used to fund the wind farm appeals was delayed in last year's budget but this replenishment is proposed to be reinstated in the 2017/18 budget.
- 6.6 The Budget Management Reserve was put in place to set aside funds to assist in 'smoothing' a budget over the medium term. Last year's budget included a temporary draw of £500k from this reserve to balance the budget. The proposal for 2017/18 again includes the use of £300k of this reserve to fund the gap due to the non-closure of the Household Waste Recycling Centres.
- 6.7 For 2017/18 the Budget Management Reserve will be considered alongside the general fund reserve in assessing the level of general reserve available. The council faces a continuing financial challenge and it is essential that a prudent reserve level is in place to ensure enough financial capacity is available. This cannot be stressed too highly given the level of savings and risk in the future.
- 6.8 The use of reserves and the levels at which they are maintained are determined on an annual basis as part of the Council's Budget setting process. The budget and MTFS to be approved by Council will confirm that the council should continue to retain a policy of a minimum general reserve provision in excess of 3% and it will also propose to utilise part of the Corporate Initiative Reserve – Equal Pay to:
- Fund School Severance Costs for change in age admission up to £1.1m
 - Set up a specific reserve of £2.75m for Adult Social Care.
- 6.9 The criteria to enable the drawn down of the Adult Social Care reserve is:
- The use of the reserve can only be agreed as part of a report to formal cabinet. This can be part of the budget monitoring report so long as there is a clear separate recommendation. Depending on the amount it may also need to go to the following Council Meeting for agreement under the terms of the constitution.
 - Any draw down of the reserve will need to have a business case demonstrating why the funds are needed and why the requirement cannot be met by management action to address the one off pressure or overspend. The business case will have to be signed off by the S151 Officer before it goes to Cabinet.
 - The reserve will be reviewed annually as part of the budget process. This will assess whether the amount is appropriate. If the reserve is no longer required (or reduced) the amount will return to the general fund unless otherwise proposed by the Cabinet as part of the budget policy.
 - Any use of the reserve will not automatically lead to an increase in the service's base budget the following year. In other words the service will first have to explore options to meet the funding that has been drawn down in future years. By doing so the reserve in effect becomes a means of 'smoothing' pressure between financial years.
- 6.10 Reserves previously set aside to support the Capital Programme will continue to be used in 2017/18, namely the 21st Century Schools Programme and the Transport and Equipment Fund. However the use of these reserves for these purposes could be reviewed and alternative funding methods identified.

6.11 The Reserves position will be monitored carefully on a monthly basis as the financial year progresses. Under Section 26 of the 2003 Local Government Act an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

7.0 Impact Assessment

7.1 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 Impact Assessments have been undertaken for all budget proposals and these have informed and assisted the Cabinet in forming the proposed budget.

7.3 Details of the process and the considerations involved are included within the Medium Term Financial Strategy. Risks identified within the impact assessments will be monitored in service risk registers or the corporate risk register going forward. 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.

8.0 Proposal – Capital Budget 2017/18 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 3 years with the Capital Programme totalling £164.287m. This is a significant commitment.

8.4 The major changes from the previous year's capital programme, approved in February 2016, are the inclusion of the following projects which are highlighted in the capital programme, which is Appendix 1 in the Capital Strategy.

	£
• Bronyrefail Bridge	0.20m
• Highways (HAMP)	11.85m
• Depot Consolidation	0.55m
• County Farms	1.50m
• County Hall External Fabric	0.15m
• Libraries Self Service Terminals	0.19m
• Byway Programme	0.48m
• ICT Replacement Infrastructure	<u>0.84m</u>
	15.74m
• Removal of the funding for the Mid Powys School	<u>-17.60m</u>

Net Savings	1.86m
• Commitment to fund the next phase of the 21 st Century School Modernisation in 19/20	22.50m

8.5 A further £56.271m is included for the Housing Revenue Account (HRA). The HRA priority is the Welsh Housing Quality Standard Programme with the standard to be achieved by March 2018.

8.6 The Council's Capital budget for 2017/18 is proposed at £65.099m and in addition the Housing Revenue Account Capital Budget is proposed at £21.26m for 2017/18, the details of which are included in the Strategy in Appendix 4.

8.7 The FRM includes an increase in the 2018/19 and 2019/20 budgets 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 the 2015/16 actual figure, the original estimate and revised estimate for 2016/17, as well as the indicators for the next three 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 £42.40 per band D property by 2019/20, of this £40.45 is due to prudential borrowing. This borrowing is shown in the medium term plan as revenue funding for prudential borrowing. The ratio of financing costs for the council fund shows a slight increase from 4.31% in 2015/16 to 5.28% by 2019/20.

9.3 The incremental impact on Housing Rents (Table 4) increases from £1.86 in 2017/18 to £6.78 by 2015/16 of this £6.65 is for Prudential Borrowing. This is in line with the Business Plan submitted to WG in December. The amount of the HRA income required to pay for financing increases from 25.07% in 2015/16 to 27.3% by 2019/20.

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 was £224m in 2015/16 and will rise to £382m by the end of 2019/20 of this £109m is estimated to be HRA debt. 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 2016 was £226m.

9.6 Table 8 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 Operational Boundary (Table 7) and Authorised Limit for External Debt (Table 6) 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.
- 9.9 It is recommended that the level for the Authorised Limit is set at £452.7m. Members are asked to note that the Authorised Limit determined for 2017/18 will be the statutory limit under Section 3(1) of the Local Government Act 2003.

10.0 Medium Term Financial Strategy 2018/19, 2019/20

- 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. The FRM (Appendix 2) already builds initial budgets for the following years and the model currently assumes continuing reductions in funding of 2.5% in 2018/19 and 2019/20.
- 10.2 Forecasting inflation includes a number of assumptions. It is assumed that the pay award will be at 1% for both 2018/19 and 2019/20.
- 10.3 Council tax increases of 3.75% are currently included for 2018/19 and 2019/20.
- 10.4 Service pressures are included at £5.595m for 2018/19 and £5.075m for 2019/20.
- 10.5 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 £9.154m in 2018/19 and £7.250m in 2019/20.

11.0 Timetable of Key dates

7 th February 2017	Cabinet agree Budget, Medium Term Financial Strategy, Capital Strategy and proposed Council Tax.
23 th February 2017	Council approve Budget, Medium Term Financial Strategy and Capital Strategy.
7 th March 2017	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.

13. One Powys Plan

13.1 The budget has been developed this year within the framework of the Corporate Improvement Plan, 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.

14 Options Considered/Available

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

15. Preferred Choice and Reasons

15.1 The preferred choices are set out in this report.

16. Local Member(s)

Not applicable

17. Other Front Line Services

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

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

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

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

19. Corporate Communications

19.1 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.

20. Statutory Officers

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

The Local Government Act 2003 requires an authority's Section 151 officer (for Powys this is the Strategic Director Resources) to give a formal opinion as to the robustness of the budget estimates and the level of reserves held by the Council. Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person in this case the Strategic Director Resources as Section 151 Officer.

The budget has been produced within the framework of the established Medium Term Financial Strategy (MTFS). The overall process continues to be refined, developed and strengthened in order that the risk faced by Council as a result of reducing funding can be mitigated. For the 2017/18 budget a new development has been the production of an overall budget risk assessment by finance that builds on the previous years' approach.

A series of documents and policies now constitute the budget framework including the Reserve Policy. This has been set in consideration of a number of key factors such as the strengthened approach to risk management. The level of general reserves is in line with best practice as recommended by CIPFA and the Audit Commission. Even so, the position going forward will require reserves to be maintained at a prudent level. It is evidence that given future pressure and the need to deliver savings the levels proposed in the budget and MTFS should not be reduced.

All local authority budgets contain risks and the key area in this budget is Adult Social Care where a specific reserve is proposed to mitigate the risk. The specific reserve is a key component of the overall budget strategy in order to provide assurance around adequacy of reserves. The continued provision of adequate reserves is essential.

It is evident that other areas are also becoming an increased risk and this includes school reserves and the overall financial position of schools. The school reserves are ring fenced but ultimately represent a potential council risk. The proposed MTFS goes some way to mitigating this issue with an overall £6m increase in funding over 3 years.

The budget is to be set at a time of continuing austerity with a future that is highly likely to see continuing reductions in funding. The council also faces significant pressures including increasing demand for services, most notably (but not exclusively) in Adult Services. The proposed increase in council tax will help mitigate the position but it is evident that continuing service transformation and an overall review of resource deployment must happen.

The report presents a balanced budget for 2017/18 but the 2019/20 position indicates a gap between the anticipated funding and expenditure. It is essential that the Council strengthens its transformation programme to identify the savings opportunities to ensure balanced budgets are set in future years.

Taking all of the above into account the Section 151 Officer concludes the estimates used in the budget proposal for 2017/18 are adequately robust but significant risk remains. Based on the assessment of reserves (including the proposed adult social care reserve) the overall level is adequate but at the lower end of acceptability given the scale of savings required in the future.

20.2 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 Director of Resources (Section 151 Officer), as the Chief Finance Officer, regarding the robustness of the budget estimates and the adequacy of the financial reserves. This advice must be taken into account when considering the proposals in the Report and the recommendations from the Cabinet regarding the budget and the Council tax rate. In accordance with the Functions and Responsibility Regulations, agreeing the budget and setting the Council Tax rate under the 1992 Act is a matter for full Council. In accordance with Section 30 of the 1992 Act, the Council is required to set the Council tax for the next financial year on or before 11th March.

21. Members' Interests

21.1 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 Medium Term Financial Strategy for 2017 to 2020 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
2. That the proposed Revenue Budget for 2017/18 shown in the Financial Resource Model in Appendix 2 is approved.	Statutory Requirement
3. The proposed Capital Strategy for 2017/18 shown in Appendix 4 is approved.	Statutory Requirement
4. That a Council Tax increase of 4.50% is approved.	There is a Statutory Requirement to set Council Tax but the level is a matter for local determination.
5. The authorised borrowing limit for 2017/18 as required under section 3(1) of the Local Government Act 2003 be approved at £452.7m as set out in paragraph 9.9 of the report.	Statutory Requirement
6. The Prudential Indicators for 2017/18 are approved as set out in section 9 of the report and Appendix 5.	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 2017

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

Background Papers used to prepare Report:

Provisional Settlement
Final 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
Appendix 6 Reserves Policy
Appendix 7 Savings Delivery Plans

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Powys County Council's

Medium Term Financial Strategy

2017 to 2020

Foreword by the Leader

In last year's Medium Term Financial Strategy (MTFS) I noted that 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. It is evident that little has changed in the intervening year to adjust this view.

The final settlement from Welsh Government confirms that the unique pressures of delivering services in rural areas is recognised. I am pleased to see the inclusion of adjustments to the local government formula through the implementation of the sparsity allowance. This has not provided 'extra' funding as there is little doubt that without this change we would have seen further support from the funding 'floor' that minimizes the impact of grant reductions. However it does mean there is a fairer distribution of funding and when the second phase is implemented in 2018/19 Powys will have a clearer and more transparent funding settlement from Welsh Government. Even so, we remain bottom of the funding league table due to population changes and other factors that impact on the amount of money we receive.

Welsh Government does not receive longer term indication of its funding from Westminster and as a result the Strategy seeks to make a realistic assessment about future funding levels. The new Chancellor has adjusted his predecessor's financial policy framework but even so the position will remain challenging.

The 2017/18 budget proposal seeks to protect front line services wherever possible and includes additional funding for schools of £1m. The pressure faced by social care services is recognized and the budget allows for additional funding but the challenges presented by service delivery in a sparsely populated rural area remain a significant issue.

This year's MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. 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. This along with a Corporate Improvement Plan provides the framework to deliver services over the medium term.

Over the previous year greater stability has been provided by Welsh Government's announcement to seek greater collaboration rather than changing local government structures. We were already fortunate to have recognition that we had a unique position in Wales with the same boundary as our single Local Health Board. The future will see closer working develop whilst remaining separate organisations.



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

Introduction

This document is the financial strategy for Powys County Council for the period 2017 to 2020. It has been developed as part of the overall strategic planning process alongside the Corporate Improvement Plan 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 2017/18, and indicative budgets for the following 2 years to March 2020. This means the Council has an 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 3 year Financial Resourcing Model (FRM) attached as Appendix 2 and a 3 year Capital Strategy (Appendix 4).

The FRM sets out how a balanced budget will be delivered for 2017/18, however, this position is reliant on the delivery of £9.6m savings during the year.

The FRM identifies the requirement for further savings of £16.4m over the remaining period of this strategy. Given that local government does not have funding data from Welsh Government beyond 2017/18, 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 central government's finances 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 of population changes and the continuing reductions in national funding.

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 although the approach being taken by the current administration signals a less steep reduction in funding.

The UK Government will no longer seek to balance the budget during the current Parliament and has formally dropped this ambition in a significant loosening of its fiscal targets. Public Sector net borrowing is now expected to fall more slowly, primarily reflecting weak tax receipts so far this year and a more subdued outlook for economic growth as the UK negotiates a new relationship with the European Union.

Economic Forecasts project growth to be confirmed at 2.1% in 2016 (down from the OBR forecast before the EU referendum), 1.4% in 2017, 1.7% in 2018, 2.1% in 2019 and 2% in 2020.

The spending plans set out in the 2015 Spending review are to remain in place.

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.

The UK Government is part way through significant cuts in spending on public services as it attempts to deal with the large hole in the UK's finances. As a result of its ongoing programme of austerity the funding provided to Wales in the Welsh block grant has reduced in real terms each year since 2009/10. Spending Plans set out by the Treasury set out further cuts. Wales is therefore looking at an extraordinary eleven or more years of retrenchment in public service spending.

The Autumn Statement included more than £400m of additional capital funding for Wales between 2016/17 and 2020/21 which will assist Welsh Government in supporting their investment priorities for new infrastructure, creating jobs and securing Wales' future prosperity. Additional revenue funding of £35.8m between 2016/17 and 2019/20 which includes £20m funding previously announced as a result of the apprenticeship levy means that the net increase is negligible.

Importantly, the UK Government is still to announce how it will make £3.5bn of cuts in 2019-20 – these could have a significant impact on the Welsh budget in the future, thereby perpetuating fiscal uncertainty. However, as the Chancellor did not make any cuts in 2017-18, there is scope to make a small number of additional revenue allocations.

This year the Welsh Government's budget process has been undertaken against the backdrop of unprecedented levels of uncertainty, following the outcome of the European Union referendum but also relating to the fiscal outlook, which presents a number of challenges.

The Welsh Local Government finance settlement has had a slight increase in their revenue funding for 2017/18 of £10m, this is the first increase in the settlement for Local Government since 2013/14. This represents an average increase of 0.2% for Councils from 2016/17. When new responsibilities are netted off the settlement will show a slight decrease.

Overall the levelling out of reductions to the revenue settlement is clearly better than it has been over the last three financial years. However, local government spending pressures will total around £200m in 2017/18 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will be particularly tough for councils.

The role that Local Government services play in reducing the impact and cost pressures of other public services is recognised with additional funding included in the settlement for Social Services.

Capital Funding has increased slightly.

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.

Having seen our funding protected through the funding "floors" for the last 3 years we welcome the recognition in the funding settlement that rural authorities incur additional costs to deliver services such as social services and are pleased to see the inclusion of adjustments to the formula through the implementation of the social services sparsity allowance. The phasing of this change over 2 years has been negated by further protection this year with the inclusion of a top-up.

The work undertaken by the Local Government and Welsh Government joint Distribution Sub Group has been vital in bringing these issues to the fore, this is only the start and we would welcome further work on the formula looking at other costs such as Public, Home to School and Special Education Transport all of which are significant cost pressures for rural authorities.

Delivering the vision for Powys 2020: Corporate Improvement Plan 2016/20

The Council's considered response to the challenges that it faces is captured in the Corporate Improvement Plan that sets out what the Council will look like and how public services will be provided 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.

It details how the council will meet its citizen, service and financial obligations over the medium term in a deliverable and sustainable way. To deliver this vision, the Council has established four key priorities. They are:

1. Services delivered for less – remodelling council services to respond to reduced funding

What difference do we plan to make?

- Better value for money for our citizens.

- Effective, efficient and sustainable services.
- Local communities are better able to provide services for themselves
- More local suppliers are being used in our contracts, either directly or through the supply chain.
- Powys benefits from the council trading its professional expertise
- Customer requirements are more easily met using digital technology

Why did we choose this priority?

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 fresh 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 part of our commissioning approach.

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.

2. Supporting people in the community to live fulfilled lives

What difference do we plan to make?

- Communities will take a greater role in supporting carers and the cared for.
- Older people will feel:
 - Supported, independent, safe, dignified and connected
 - A valued member of their communities
 - Informed and empowered to make choices about their support and care
- Carers:
 - Are able to maintain employment, education and training where they choose
 - Have good physical, emotional and mental health
- People with a learning disability:
 - Have improved health and well-being
 - Receive services that meet their needs and enable them to maximise their independence and live in the community of their choice
 - Have improved opportunities for valued occupation including paid employment
 - Experience smooth and effective transitions from childhood to adulthood
- Children and families:
 - Feel safe and supported in their lives
 - Are empowered to make the best decisions
- Suitable housing for everyone in Powys is ensured.

Why did we choose this priority?

The good news is that people are living longer. But this does put more pressure on our services for older people. As people live longer, their care needs are likely to cost more money.

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. Our aim is to design new services with our partners that promote prevention and personal control which are community based. We need to build on our current commissioning relationship with the health board and the voluntary sector to design and deliver services that promote independence and alternatives to institutional care. We will need to develop the local care economy to make this possible. This will contribute to the long-term sustainability of our communities by providing employment and training opportunities.

3. Developing the economy

What difference do we plan to make?

- A thriving tourism economy with increased day and stay visitors taking advantage of outdoor activity opportunities and festivals, and increasing spend.
- A dynamic, driven and confident council that finds and exploits opportunities for increasing the Powys economy.
- A county that is recognised as a great place to live, work and play which is known for its amazing scenery, as a place for outdoor life and interesting and cultural events and festivals.
- An increased population of high earners and professional who live in Powys and either work in the county or from home for organisations elsewhere in the world.
- A larger percentage of small to medium sized growth businesses in industry sectors that contribute to the prosperity of the county.
- Opportunities, including appropriate training and apprenticeships are available and accessible, ensuring workforce skills are aligned to the skills needs of businesses.
- A safe, efficient and reliable transport service and network that enables people and businesses to travel safely to their destination

Why did we choose this priority?

A healthy and enterprising economy is essential for sustaining communities which is why economic development is one of our top priorities. In addition, a healthy economy contributes to reduced deprivation and in turn helps create a healthier community. 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 Economic Development Strategy will focus upon how we can support the local economy, particularly in respect of jobs and growth. 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.

We will work with partners including Ceredigion County Council, in order to maximise the benefits of being identified as one of four economic regeneration regions in Wales by the Welsh Government now known as Growing Mid Wales. Given the importance of activity across the border with England we will also work closely with the Marches Local Enterprise Partnership (LEP) to maximise cross border regeneration and economic development opportunities.

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.

- 41% of people are in full time employment in Powys.
- Within the next 5 years, an estimated 7,600 young people will need a job, unless they leave the county. If you also take into account the number of unemployed people (3,207), this means that there may potentially be 10,000 jobs required over next 5 years.
- GVA and GDP in Powys are both quite low. In 2012 GVA per head in Powys was £12,999. Powys has the lowest GVA in Wales and Great Britain and the gap continues to widen.
- Powys's median gross weekly full pay of £425 is lower than both Wales (£479) and the UK (£518).
- Although we have the worst internet speeds, 3 and 4G mobile coverage in the UK, people are using the internet and are not digitally excluded.

4. Learning – Improving learner outcomes for all, minimising disadvantage

What difference do we plan to make?

- Our learners will be supported to achieve their potential in a modern learning environment.
- Access to Welsh medium education will have improved.
- The needs of the local economy will be reflected in the range of attractive courses on offer to pupils in Powys.

Why did we choose this priority?

We want Powys to be an attractive place for young people to learn and progress into work 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, and 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.

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.

In 2014 the Cabinet adopted a set of Budget Principles which provide a greater link between the Council's Vision, the key corporate plans 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 remain in place and underpin and shape our budget. In addition, the Council reviews its governance arrangements as a key part of its business and financial planning process. This helps us shape the organisation's directorates to deliver the Corporate Improvement Plan and realise the Powys 2020 vision.

People Directorate

Our people services include adult social care and children's services. 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.

Schools Service

Our schools service has an overall annual budget of approximately £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.

Transforming learning and skills is one of the five main themes of the One Powys Plan. 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.

Place Directorate

Our place services include recreation and leisure, highways, housing, 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.

Resource Directorate

The Directorate provides a range of corporate services such as strategic planning, finance, Customer Services, 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.

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 Final settlement was announced on the 21st December 2016.

The Welsh Government (WG) will fund 70.6% of the Council's 2017/18 net revenue budget, compared to 71.9% in 2016/17 and 73.2% in 2015/16. The funding is provided in a settlement known as Aggregate External Finance (AEF).

The AEF has increased slightly across Wales by an average of 0.2%. Powys along with one other Authority received the lowest settlement in Wales with a 0.5% decrease, equivalent to a decrease in funding of £0.394m after adjusting for transfers.

Powys has £1,287 of funding per capita, compared to the Wales average of £1,320 and the year on year change ranks 19th out of all the Unitary Authorities.

Powys' settlement sees a favourable change through the implementation of the social services formula and less favourable changes in pupil numbers and population projections. The underlying reason for Powys' reduction in the settlement is the inclusion of one-off top-up funding provided outside of the Settlement for 2016-17, which has been included in the base year for comparison with 2017-18. Powys Settlement includes £1.2 million of additional top-up funding afforded to two local authorities.

The AEF for Powys for 2017/18 totals £170.028 million and consists of the following:

- Revenue Support Grant (RSG) totalling £126.177m
- Non Domestic Rates (NDR) totalling £43.851m. 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 settlement for 2017/18 does not include any specific requirement to protect the funding of any individual service.

For 2017/18 a Council Tax increase of 4.50% for a Band D property has been included in our planning assumptions. This represents an increase of £49.05 per

annum and a Council Tax of £1,139.11. 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 5,375 units of Housing stock. The proposal for Housing rents is to increase by 2.5% plus £0.96 in line with the Welsh Government policy for Social Housing Rents. This equates to an average increase of £2.93 per week or 3.7%.

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. The further reduction in specific grants will provide a greater ability to bring a Powys dimension to large areas of expenditure.

In 2017/18 a further 4 grants will transfer into the RSG, these include:-

- Delivering Transformation £112.6k
- Blue Badge Funding £0.4k
- Deprivation of Liberty Standard £10k
- Food Hygiene Rating Scheme £1.8k

A number of grants have been combined into single grants.

- Six Children Services grants have been combined into one grant
- Five Education grants have been combined into two new grants with additional funding for a new grant for Delivery Support
- Two Youth grants have been combined
- The Social Care Workforce Development Programme has been transferred to Social Care Wales.

Budget Delivery Plan 2017/18

Due to inflation and spending pressures from increasing regulation and the ageing population the Council's savings target for 2017/18 amounts to £9.636m. 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 – The policy remains to maintain general fund reserves at a target level of 3% of budget. The replenishment of reserves previously used to fund the wind farm appeals was delayed in last year’s budget but this replenishment is proposed to be reinstated in the 2017/18 proposal. The Budget Management Reserve was put in place to set aside funds to assist in ‘smoothing’ a budget over the medium term. Last year’s budget included a temporary draw of £500k from this reserve to balance the budget. The proposal for 2017/18 again includes the use of this reserve by £300k. From 2017/18 an Adult Social Care Reserve of £2.75m is proposed to reflect the significant risk in this area.
- To continue to increase the focus of income generation and cost reduction opportunities with £400k in each of the next 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.
- 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:
- The School transformation Policy will be used to determine the schools to be reviewed. A further additional £1m per annum for schools is proposed throughout the three year lifetime of the MTFs. This would add £6m over the next three years in order to support increasing standards
- The number of post 16 centres / secondary schools will continue to be reviewed.
- Schools modernisation will need to make a net contribution to the Council’s overall savings annually.
- Highways, Transport and Waste – The service will be re-commissioned to produce significant savings over the next two years. The number of depots are being 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 will continue to re-commission 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. It will also look at continuing the development of a more commercial approach to services
- 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.
- 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.

Looking Further Ahead and Funding Assumptions beyond 2017/18

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 2017/18 and 2018/19, 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 2018/19 will be a decrease of 2.5%. 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 £909k 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 2018/19 and 2019/20. This will be subject to political determination on an annual basis, but if the funding settlement is worse than assumed and no safety net is provided 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 2017/18 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.

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 services 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.

Further Approach to Savings through 2019/20

In addition to the approaches already in place we will continue to identify different ways of delivering the savings that will continue to be required. A series of 'themes' are beginning to be developed to provide a framework for meeting this ongoing challenge.

a. Flexible, Remote and Mobile working

This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a possible savings target for accommodation savings is worth exploring. This must be based on a new approach to working arrangements.

b. Improving Collaboration

The Minister will shortly announce the White Paper on future local government collaboration whilst maintain the 22 local authorities. There may be scope to explore the various collaborative models including partnerships and shared services. We already collaborate but more can be done and the LHB is a key partner under this theme.

c. Customer Insight

The Business Intelligence function has made progress since its creation. However we are still richer in data than information. Improved decision making and performance through better customer insight may be an area where financial gains can be made.

d. Business Process Improvements

There is already good evidence that progress has been made in this area. However, this is perhaps patchy and the organisation needs to fully embrace business process improvement techniques. Technology can assist this area and the introduction of a new finance system will be a key element as well as integrating systems to make processes more efficient. Investment here can bring significant savings which may not impact directly on front-line service delivery and therefore should be politically easier to deliver.

e. Productivity

Access to information better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). The roots programme can be a key foundation for improving productivity. Areas such as customer relationship management, workflow and case management can also looked at under this theme.

f. Flexibility

It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. Some councils have offered the workforce the options of a more flexible approach to leave arrangements that sees staff `buy` additional holiday by being able to take unpaid leave to external holidays. Clearly this would need to be carefully managed but has the benefit of avoiding reducing workforce numbers as a result of change.

g. Commercialisation.

A more commercial approach is already evident in Business Services within the Resources Directorate with contracts being won and services provided to other public organisations. This can be a key part meeting the 2019/20 requirement and may require an exploration of the model in order to remain compliant with local government legislation. There is great scope to increase

the income flows to the Council. In addition to business services there is potential for a range of services such as catering, cleaning and vehicle/plant maintenance to trade. The services will need to be run on a commercial basis and will have to compete locally as well as nationally.

Property is another area where we can increase income from taking a more speculative approach to acquisitions, leases and development.

Income Generation and Cost Improvement

In January 2016 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.

Income targets have been included within the budget over recent years and this continues into 2017/18 and 2018/19, however 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 Strategic Overview Board will play a key role in monitoring cost improvement.

Third Party Spend Improvement

The Council has a partnership with Northgate Public Services with the objective of reducing 3rd party spend on goods and services, implementing a greater level of commercial business practice. The Council has developed internal capacity to support and influence this area. The target cumulative spend improvements for this work is £8.5m between 2015 and 2019 with total cumulative spend improvements achieved by March 2016 standing at £6.2m. 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, challenge 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 2017/18 this allocation is £7.473m. This is the General Capital Grant of £2.287m and a Supported Borrowing allocation of £4.646m. The Settlement includes the revenue funding to allow the authority to borrow the £4.646m.

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 3 years with the budget totalling £164.287m. This is a significant commitment. In addition a further £56.271m 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 mandated 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. Furthermore if used to support a revenue budget this will have a cumulative effect in future years when the reserve funding is withdrawn.

The reserves policy was approved by Cabinet in December 2015 and it 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 2017/18

We have taken steps to increase our awareness of the consequences of our savings and ensure we are taking into account 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

The council has a combined assessment approach that helps ensure statutory compliance with key legislation.

This integrated process is in place for this year's budget and considers impacts against the council's guiding principles in a holistic and proportionate way. It recognises that the principles are not exclusive, often interconnect and form a well-rounded evidence base for planning and decision making.

Guiding principles

The council's guiding principles are based on the well-being of future generations.

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of the nation. It will ensure the council thinks more about the long-term, works better with people and communities and each other, looks to prevent problems and take a more joined-up approach. This will help create a Powys and a Wales that everyone wants to live in, now and in the future.

To make sure we are all working towards the same vision, the Act puts in place seven well-being goals:

1. A prosperous Wales

Efficient use of resources, skilled, educated people, generates wealth, provides jobs

2. A resilient Wales

Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change)

3. A healthier Wales

People's physical and mental well-being is maximised and health impacts are understood

4. A more equal Wales

People can fulfil their potential no matter what their background or circumstances. Equality is about making sure people are treated fairly. It is not about "treating everyone the same" but recognising everyone's needs are met in different ways. We will ensure that we have due regard for the Equalities Act.

5. A Wales of cohesive communities

Communities are attractive, viable, safe and well connected

6. A Wales of vibrant culture and thriving Welsh Language

The Welsh language and culture are an integral part of our communities, and contribute to the rich heritage of the county. We will have due regard for the requirements of the Welsh Language Measure.

7. A globally responsible Wales

Taking account of impact on global well-being when considering local social, economic, environmental and cultural well-being.

We need to act in a way that meets our current needs without compromising the ability of future generations to meet their own needs. The Act identifies the following five sustainable development principles to help ensure we do this:

- **Long-term**

Balancing short term need with long term and planning for the future

- **Prevention**

Putting resources into preventing problems occurring or getting worse. We will address issues through prevention and early intervention rather than reaction

- **Integration**

Positively impacting on people, economy, culture and environment and trying to benefit all four

- **Collaboration**

Working together with other partners to deliver

- **Involvement (Communications and engagement)**

Involving those with an interest and seeking their views. We are committed to open communication with our citizens, partners and businesses. We continually seek to improve our communication to raise awareness of the services we provide and encourage use of them by our citizens. We believe all our citizens, partners and businesses should be regularly consulted and have an opportunity to get involved, so that their voice influences future decisions and service provision

Other key principles

- **Preventing Poverty:**

Reducing poverty, especially persistent poverty amongst some of our poorest people and communities, and reducing the likelihood that people will become poor.

- **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.

Key Impacts and Corporate Risks

The 2017/18 budget proposals continue to seek to protect families, communities and front line services where possible, as well as continuing to support the delivery of the Council's key priorities within the Corporate Improvement 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 2017/18 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 project risk register to ensure continual monitoring and management of the risks.

The corporate risk register is reported to the Strategic Overview Board, Management Team and Audit Committee on a regular basis and forms part of on-going monitoring of 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. Since 2014 the council's approach to risk management sees it managed on a corporate basis with regular reports to the Strategic Overview Board 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 project or service risk registers. The corporate risk register has also formed part of the background data assisting the budget setting process.

The following budget related risks are noted below:

Budget Savings - The level of savings required in 2017/18 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 a level of 97.67% at the end of a financial year with the figure rising above 99% 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 2017/18 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 2017/18 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.

If the actual position is different to the assumptions which we made in producing the budget and we may have limited time to change our plans and therefore may be unable to balance the budget. This is particularly evident if less funding is received than assumed in the annual funding from Welsh Government.

Consultation and Engagement

Over the past few years the council has sought to engage residents in the decision making process around setting a balanced budget. The savings targets agreed at this stage have then led to service managers needing to develop more detailed proposals which have then, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.

The views of residents have been sought and received in a number of ways during the past year/18 months including:

The Powys Budget Simulator – Autumn 2015 and December 2016/January 2017

- 476 residents submitted a budget that helped the council to consider and address the necessary savings targets to set a balanced budget for the financial year 2016/17.
- The simulator was again launched in December 2016 seeking residents' views on £22m worth of savings proposals over a three year time period. The simulator allowed residents to see the consequences of reducing a service budget by between 10% and 30% and this time enabled them to increase council tax up to offset service reductions that they felt were unpalatable. The average amount above the suggested increase of 3.75% was 0.5%.

Service Consultations

Post the budget simulator results being fed back to the Cabinet and Full Council in February 2016 and the budget being agreed, services were tasked with meeting their required savings target. To do so a number of service consultations followed to ensure residents had their say on some of the final proposals around service reductions for:

- Day care centres
- Libraries
- School modernisation plans
- 2 x Leisure Centres and Stay little Outdoor Centre
- Household Waste and Recycling Centres

Legislative Consultations

Alongside service consultations the council engaged residents on other legislative consultation documents like Active Travel, conducted a population assessment as part of the duties under the Social Services and Well-being Act and began engagement around the Well-being of Future Generations Act with the Powys Youth Forum and Citizens Panel.

Conclusions:

The research and consultation exercises conducted during the year on how to achieve budget savings for specific services like libraries, leisure centres, day care centres, household waste and recycling centres and via the simulator have provided clear evidence that residents are clearly aware of the budget deficit issue and the need to make savings over the next three financial years.

However the awareness doesn't change the views expressed by a growing number of residents around how they feel savings could be found. There is a clear view being expressed that Powys has too many members, and that further savings on management costs and consultants could be made.

Key Conclusions from the simulator exercise

There is a reluctance to see the services that provide for the more vulnerable in our society being cut. As per last year there was less appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and learning disability services also received lower cuts of just under 6% followed by waste and recycling with a cut of just under 7%.

There was also a reluctance to jeopardise services by cutting budgets to the point where there may be difficulty in maintaining statutory requirements. This applied to both schools and environmental health in particular.

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 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 Corporate Improvement Plan clearly articulates the key change activities the council undertakes, drawing on commitments made in 3 levels of corporate planning:

- One Powys Plan (OPP) Transformation Programmes:
 - 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. 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
 - Chief Executive and Member Services
 - Corporate Legal and Democratic Services
- 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
 - ICT
- Workforce and Organisational Development

- Annual Budget and Savings Proposals

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 and budget savings. This should provide assurance to members that agreed commitments will be met as planned.

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Financial Resource Model 2017/18 to 2019/20

	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000
Net Budget	237,117	240,592	238,820
Total Inflation	909	987	999
	238,027	241,579	239,819
Grant Transfers/Other Changes			
Blue Badge Additional funding	0.4	0	0
Current Teachers' Registration Subsidy	(43)	0	0
Food Hygiene Rating Scheme	2	0	0
School Transport	43	0	0
New Reponsibilities			
External Pressures (Must Do's)			
Auto Enrolment into Pension Fund in 2017/18	374	374	0
Pension Liability	300	100	100
Actuarial Revaluation of Pension Fund	750	750	750
Fire Levy	171	50	50
Apprenticeship Levy	600	0	0
Homelessness Prevention	207	0	0
Corporate and Service Pressures (Must Haves)			
Coroners	11	11	0
Management of Change	(120)	0	(10)
Valuations	80	0	0
Resource Plan	747	0	0
ICT	125	0	0
JV Property Income Target	300	0	0
Union Facility Support	29	(29)	0
Income and Awards Software	64	0	0
Increase in School Roll	0	50	280
Reduction in School Roll	(340)	(180)	(88)
Landfill Sites	50	0	0
Schools Out of County Placements	827	0	0
Leisure Contract Savings	0	(49)	(25)
Policy Decisions			
<u>Social Care</u>			
Delivering Transformation Grant	113	0	0
Deprivation of Liberty Standards	10	0	0
Increased Capital Limits for Residential Care	222	0	0
War Disablement Pension Disregard	12	0	0
Adult Social Care	4,139	2,006	1,453
Day Centres	1,100	426	0
LATC - Social Care	0	79	96
TIC	70	(100)	0
Queens Baton	9	(9)	0
Living Wage	450	400	300
Additional Funding For Schools	1,000	1,000	1,000
Single Environment Grant	240	0	0
Household Waste Recycling Centres (HWRC)	200	0	0
Household Waste Recycling Centres (HWRC)	300	(300)	0
Leisure Savings	200	(130)	0
Poverty Champion	10	0	0
Saving Re Cabinet Member	(20)	0	0

	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000
Capital Financing Costs			
New Capital Funding	0	272	965
New Capital Funding - County Farms	0	23	34
New Capital Funding - Social Care	0	55	48
Additional Savings Identified			
People			
Adult	(2,208)	(1,428)	(453)
Children	(1,082)	(1,197)	0
Housing	0	(80)	0
Place			
Highways, Transport and Recycling	(2,339)	(1,952)	0
Regeneration, Property and Commissioning	(525)	(200)	0
Leisure & Recreation	(927)	(432)	0
Resources			
ICT	(232)	(323)	0
Business Services	(278)	(612)	0
Professional Services	(215)	(300)	0
Schools	(1,269)	(1,233)	0
Chief Executive	(250)	(157)	0
Law and Governance	(28)	(45)	0
Other Corporate	(573)	(400)	0
Total Savings	(9,926)	(8,357)	(453)
Reserves			
Repayment of Windfarm Costs	560	0	(280)
Contribution to General Fund delayed	(500)	500	0
Budget Management Reserve	500	0	0
Budget Management Reserve for HWRC	(300)	300	0
Total Budget	240,592	238,820	244,039
Funded by			
AEF	-0.5% 170,028	-2.5% 165,777	-2.5% 161,633
Council Tax	4.50% 70,564	3.75% 72,995	3.75% 75,732
Total Funding	240,592	238,772	237,365
(Shortfall) / Balance	0	(48)	(6,674)

Budget Savings Proposa
2019/20

	2017/18 £000	2018/19 £000
Place		
Highways Transport and Recycling	1,839	2,252
Regeneration, Property and Commissioning	455	300
Leisure & Recreation	727	611
	<u>3,021</u>	<u>3,163</u>
Schools		
Schools	1,609	1,413
	<u>1,609</u>	<u>1,413</u>
People		
Adult	2,208	1,428
Children Services	1,082	1,197
Housing and Commissioning	0	80
	<u>3,290</u>	<u>2,705</u>
Resources		
ICT	232	323
Business	278	612
Professional Resources	215	300
	<u>726</u>	<u>1,234</u>
Chief Executive		
Chief Executive	250	157
Law and Governance	28	45
	<u>277</u>	<u>201</u>
Corporate Activities		
Corporate Activities	693	400
Total	<u><u>9,616</u></u>	<u><u>9,116</u></u>

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Efficiency Savings

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

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	235,190			
Reduce Economic Development: Reduce Economic Development budget by 20%	68,000			
Savings yet to be identified		50,000	100,000	
Savings in Statutory testing and over achievement of saving for Wyeside Caravan park plus £33,680 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		0	0	
Additional Income from Planning Fees		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		0	0	
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	0	100,000	
Note : A review of all grants is to commence in Autumn 2015 to ensure a full commissioning approach to grant administration.		60,000		
Business Support (New Model)		111,430		
Overall Total	527,690	455,290	300,000	0

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Efficiency Savings

Service Area : Highway Transport & Recycling

Responsible Officer : Paul Griffiths

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	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		200,000	300,000	
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		
A complete review of the Parking Service to deliver efficiency savings and maximise income through the use of improved equipment and tariffs comparable to neighbouring authorities. Appropriate project management plans are in place.			175,000	
Through the introduction of LED's and a review of the street lighting service to deliver efficiency savings and maximise income from NMWTRA. Appropriate project management plans are in place and the LED conversion programme is due to complete by 31/03/17.		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 will be met from reduction in side waste and adherence to contract rules in Trade Waste	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		
Business Support - (New Model)		63,120		
Overall Total	1,732,780	1,838,730	2,251,850	0

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Efficiency Savings

Service Area : Place Directorate Leisure and Recreation

Responsible Officer : Paul Griffiths

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Leisure Contract; The contract provides for year on year reductions in contract fees which will start to occur in 2017/18. Efficiencies are also required in 18/19 through the de-commissioning or externalisation of Staylittle Outdoor Centre and Llanfair Caereinion Leisure Centre.		350,000	179,173	24,512
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 through community-style delivery and asset transfers to local communities. Where transfer is not possible, dispose of asset or seek full cost recovery. Minimum grounds maintenance approach will need to apply.	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.	47,000	48,000		
Cleaning: Development of school based staff to schools and expansion of internal/external contracts.	80,000			
Catering: Full cost recovery for school meals and catering outlets. Consideration of options for catering delivery in County Hall and Neuadd Brycheiniog to ensure full cost recovery	20,000	40,000		
Youth Service: Remodel service to create a universal service that is substantially delivered through the Third Sector with the County Council supporting hard to reach groups and intervention for those young people of most need, and support to High Schools with direct club provision restricted to Powys' main towns only.	150,000	180,000	220,000	
Arts: Theatre funding reduction 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 introduced.		5,000	15,000	
Reduce funding support for Theatre provision	91,468	23,890	11,945	
Libraries; Co-locate where possible and joint working / community delivery with local communities for future delivery of branch libraries whilst providing infrastructure support from the core service. Encourage co-working and location within libraries with other bodies where feasible to generate income. Decommission libraries where co-location, community delivery/operation or core provision is not suitable or alternatives rejected by local communities.		0	125,000	
Museums : Decommission direct management of museums outside of core Shire museums. Pursue joint arrangements in future management of the Brecknock Cultural Hub, and explore options for increased income.	10,000	20,000		
Overall Total	438,468	726,890	611,118	24,512

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Efficiency Savings

Service Area : Schools

Responsible Officer : Ian Roberts

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	72,579			
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 12.5 hours per week. Service has identified a shortfall in achieving the 2018/19 savings of approx £250k. Service are currently considering options on finding this shortfall.		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 (see FRM for 17/18 onwards)	628,400	340,400	180,000	88,000
Overall Total	1,845,979	1,609,400	1,413,000	88,000

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Efficiency Savings

Service Area : Adult

Responsible Officers : Louise Barry & Dylan Owen

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20	2020/21
	£'s	£'s	£'s	£'s	£'s
Direct Payments refunds	200,000	0	0	0	
Older Day Care - Development of hubs to support outcome focused day activities and respite care	0	150,689	0	0	
Learning Disabilities - Remodelling of Day Time Opportunities, including reducing ratio of staff: client support levels, reduction in number of bases and commissioning out of remaining service and expectation from the commissioning exercise that the service will be required to generate % of its operating costs from a social enterprise model of delivery.	0	480,000	0	0	
Reduce in admissions to residential care by 10%	0	298,771	298,771	0	
Reduction in length of stay in residential care from 847 to 730 days				303,326	303,326
Right sizing high cost placements/packages and bring some people back into community living	250,000	350,000	150,000		
LD Supported Living - Reprofile supported living packages, projected at 10% efficiency savings.		150,000	200,000	150,000	
Community Care Packages - Using a practice based approach support individuals through the use of personal budgets and direct payments to secure an outcome focused care plan in the most appropriate setting		174,312	267,935		
Right sizing of Packages - Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours		604,033	511,105		
	450,000	2,207,805	1,427,811	453,326	303,326

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Efficiency Savings

Service Area : Children services

Responsible Officer : Carolann James

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'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 budget of 20%	66,000			
Bannau / Camlas residential/respice unit - efficiencies.		100,000		
INCOME - Bannau and Camlas - change of usage to Residential and charging other local authorities	79,000	456,000	0	
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	54,100		
LAC Reduction in high cost residential / IFA placements	26,000	52,000	26,000	
Fostering Team - realignment	55,000	107,800	101,000	
Realignment of Family Group Conferencing Provision	54,000	0		
LAC Education - realignment of services	35,000		0	
New Model for delivery of Childrens Services following Strategic Review, commence November 2016	231,000	110,160		
Further work to be undertaken when new model embedded and culture changeing partnership with PTHB & Third sector		170,400	1,069,770	
YJS National and local review of services underway target end date mid Aug 16	80,000	31,770		
Overachievement	-205,000	0		
Overall Total	511,000	1,082,230	1,196,770	0

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Efficiency Savings

Service Area : Housing

Responsible Officer : Simon Inkson

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'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	0.00

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Efficiency Savings

Service Area : Law and Governance

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Legal				
Additional Income raised	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	
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	0

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Service Area : Chief Executives and Communications

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
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			
Reconfiguration of Graphic Design		50,000		
Reduction in events	21,000			
Stopping lease car	2,000			
New Model and review of all Corporate Budget Headings		99,740	156,600	
Overall Total	129,000	249,740	156,600	0

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Service Area : Resources

Responsible Officer : Mark Evans

Jason Lewis

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
ICT and Programmes				
Additional Income raised	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			322,530	
System Rationalisation		231,870		
Overall Total	142,500	231,870	322,530	0

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Efficiency Savings

Service Area : Resources

Responsible Officer : Mark Evans

Jason Lewis

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Business Services				
Additional Income raised	30,590	30,590		
Business Support Service Delivery Review (Internal)	128,000			
Purchase to Pay	75,000	100,000		
Progression of e-mail correspondence	25,000			
Third Party Spend		6,000		
General supplies and services		50,000		
Vacancy Management		91,820		
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			
New Model			612,200	
Overall Total	530,590	278,410	612,200	0

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Service Area : Resources
Responsible Officer : Mark Evans
Jason Lewis

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Professional Services				
Additional Income raised	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			
New Model and review of all Corporate Budget Headings		215,430	299,670	
Overall Total	234,000	215,430	299,670	0

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Efficiency Savings

Service Area : Corporate Activities

Responsible Officer :

Efficiency / Saving	2016/17	2017/18	2018/19	2019/20
	£'s	£'s	£'s	£'s
Additional Income raised	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 including Capital Financing Budgets	75,000	103,000		
Management of Change Budget		120,000		10000
Overall Total	3,211,000	693,000	400,000	10,000

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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 resources including our 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;
 - i. a core programme of schemes that are regulatory / statutory in nature,
 - ii. a retained asset programme to improve or enhance the life of existing assets, and
 - iii. 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

The capital strategy is a key part of the overall approach to delivering our vision. The Council has an emphasis on fulfilling our role as community leader so that we shape future service delivery together with partners and communities. 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.

Contents

- 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. Governance**
- 7. Appendix 1 – Capital Programme**

1. The Here and Now

Local Authority property and land assets are a significant resource for Powys County Council and have a current book value of circa £776m. 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 have ever increasing maintenance liabilities and are energy hungry due to their age. They are putting significant strain on our resources. 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 2016/17:

- Closed 5 further key operational buildings
- Disposed of 6 assets from our farms estate (amounting to nearly £2m)
- Community Asset Transferred 12 of our assets (8 freehold and 4 long leasehold)

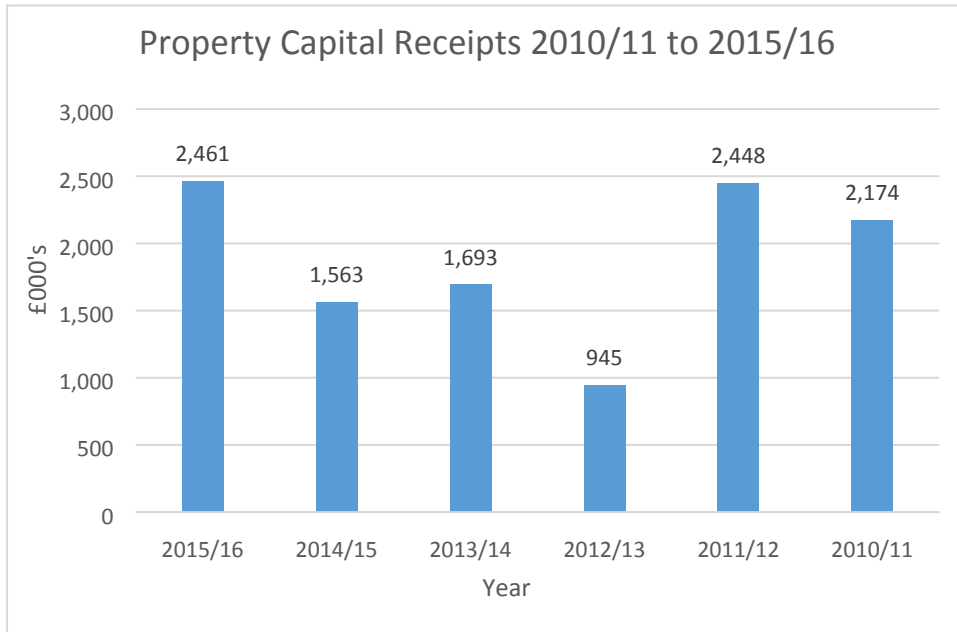
Looking to the future in 2017/18, we have proposals to:

- Dispose of about 15 further CATs (there are currently about 35 in progress)
- Dispose of 7 assets from our farms estate (including parcels of land)
- Continue to investigate co-location opportunities particularly with our partner, the PTHB
- Build on our agile working strategy to free up space/ buildings by more efficient use of space
- Acquire a key operational building to provide options in the North of the County
- Increase the commercial estate and enable further rationalisation to be reviewed

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 £11.283m over the last six years. Our disposal programme will continue to contribute toward this income in the future.



2. 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.

3. Key Priorities: the next four years

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 2018/19

The Authority has submitted an indicative programme for Band B of the 21st Century programme which includes the second phase of the Bro Hyddgen School, which starts in Band A and Gwernyfed High School which will be ready to commence in April 2019. There are three further projects for Special, Secondary and Primary schools which will be continued to be developed during 2017/18. No indication has been given on the level of the WG grant but the authority has indicated that 70% grant funding would be affordable.

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

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:

- £370 million on programmed renewals and improvements to the HRA housing stock
- £328 million on responsive and cyclical maintenance programmes
- £168 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 a significant contributor to the Powys economy – 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 for 16/17 is currently under preparation and will form the basis of a cabinet paper planned for 14th March 2017. 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 target to reduce landfill to 10% by 2019/20 and 5% by 2024/25. This has required a step change in the way all local authorities approach waste and recycling.

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 order to deliver this service in a county the size of Powys, it is our intention to develop three bulking/baling, 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 a facility for the public to take 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

- 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.

- 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.
- 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.
- 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.

4. Capital Funding: sources and implications

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 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.

5. CAPITAL PROGRAMME: How we will invest

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	
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.

6. GOVERNANCE of the Capital Programme

The overall programme is significant and governance is a key requirement. 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 2017/18 to 2019/20

		2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<u>Schools</u>					
Gwernyfed Catchment Modernisation	Construction	20,996	0	0	20,996
Llanidloes/Machynlleth Catchment Modernisation	BJC to be submitted	243	1,623	0	1,866
Welshpool Primary Schools	FBC	2,793	10,888	0	13,680
Brecon School Campus	FBC	1,500	15,341	4,965	21,806
Ysgol Bro Hyddgen	FBC	1,115	8,689	0	9,804
Crickhowell High School Extension	Estimate	1,000	0	0	1,000
Crickhowell High School Sport	Estimate	440	0	0	440
Band B Projects	SOP	0	0	22,500	22,500
Major Improvements	Estimate	2,000	2,000	2,000	6,000
		30,086	38,540	29,465	98,092
<u>Highways, Transport & Recycling</u>					
Highways Core Allocation	Estimate	1,500	1,500	1,500	4,500
Bronyrefail Bridge	Estimate	200	0	0	200
Highways (HAMP)	Estimate	3,950	3,950	3,950	11,850
Structural Maintenance	Estimate	1,120	1,120	1,120	3,360
Strategic Salt Reserve	Estimate	1,413	0	0	1,413
Fleet Facility	Estimate	2,470	0	0	2,470
Depot Consolidation	Estimate	250	0	0	250
Relocation to Cwrt y Plyffin	Estimate	300	0	0	300
Flood Alleviation Scheme Talgarth Ph 2	Estimate	450	0	0	450
Flood Alleviation Scheme Welshpool 3	Estimate	120	0	0	120
Flood Alleviation Scheme Talgarth Ph 3	Estimate	160	0	0	160
Waste Management	Estimate	1,930	0	0	1,930
Llandrindod Wells HWRC	Estimate	400	0	0	400
Vehicle Replacement Programme	Estimate	7,563	3,244	1,532	12,339
		21,826	9,814	8,102	39,742
<u>Regeneration, Property and Commissioning</u>					
Community Regeneration and Development Fund		230	230	230	690
Regeneration Fund		875	400	400	1,675
County Farms	Estimate	100	100	100	300
County Farms	Estimate	500	500	500	1,500
Office Accommodation Review	Estimate	1,800	1,500	1,500	4,800
County Hall External Fabric	Estimate	150	0	0	150
Other Regeneration and Property	Estimate	0	235	0	235
		3,655	2,965	2,730	9,350
<u>Housing and Commissioning</u>					
Disabled Facilities Grant		1,300	1,300	1,300	3,900
Safe, Warm and Secure		200	200	200	600
CO2i Assistance		48	48	48	144
Landlord Loans		200	200	200	600

Gypsy & Traveller Site - Machynlleth	Estimate	790	0	0	790
Gypsy & Traveller Site - Welshpool	Estimate	405	0	0	405
		<u>2,943</u>	<u>1,748</u>	<u>1,748</u>	<u>6,439</u>

Leisure and Recreation

Self Service Terminals in Libraries	Estimate	196	0	0	196
Brecon Cultural Hub	Construction	4,134	325	0	4,459
Byway Programme	Estimate	106	187	187	480
Footbridges - Replacement Programme		15	15	15	45
		<u>4,451</u>	<u>527</u>	<u>202</u>	<u>5,180</u>

Information Services

Replacement Hardware		220	220	220	660
IT Strategy		500	500	500	1,500
Replacement Infrastructure		472	360	10	842
		<u>1,192</u>	<u>1,080</u>	<u>730</u>	<u>3,002</u>

Business Performance Unit

Cashless System in School		446	0	0	446
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Local Capital Schemes

Unallocated Resources		500	500	500	1,500
		0	100	436	536

Total

	<u>65,099</u>	<u>55,274</u>	<u>43,913</u>	<u>164,287</u>
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Financed By

Supported Borrowing		9,153	9,120	5,294	23,568
Prudential Borrowing		17,947	14,372	19,965	52,284
General Capital Grant		2,827	2,827	2,827	8,481
Grants		15,190	20,972	11,250	47,412
Capital Receipts		10,850	1,162	1,448	13,460
Revenue/Reserves		9,132	6,821	3,129	19,082
Total		<u>65,099</u>	<u>55,274</u>	<u>43,913</u>	<u>164,287</u>

Housing Revenue Account

Welsh Housing Quality Standard	Estimate	15,772	9,709	6,622	32,103
Old Persons Dwellings	Estimate	800	750	700	2,250
Zero Carbon Initiative	Estimate	350	3,225	3,354	6,929
New Builds/Purchases	Estimate	1,888	5,080	3,931	10,899
Adaptions	Estimate	250	255	265	770
IT- Mobile Working	Estimate	200	0	0	200
Level Access Bungalows	Estimate	2,000	1,120	0	3,120
		<u>21,260</u>	<u>20,139</u>	<u>14,872</u>	<u>56,271</u>

Financed By

Prudential Borrowing		10,272	8,679	2,974	21,925
Grant		3,710	6,110	5,510	15,330
Capital Receipts		1,672	0	0	1,672
Revenue/Reserves		5,606	5,350	6,388	17,344
Total		<u>21,260</u>	<u>20,139</u>	<u>14,872</u>	<u>56,271</u>

APPENDIX 5 – PRUDENTIAL INDICATORS

Table 1 Ratio of Financing Costs to Net Revenue Stream

	Actual 2015/16	Estimate 2016/17	Revised Budget 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
	£000	£000	£000	£000	£000	£000
Financing Costs	9,743	11,306	11,377	11,746	12,613	13,159
Net Revenue Stream	240,762	237,117	240,762	240,762	238,947	237,546
Council Fund	4.31%	5.71%	4.31%	4.67%	4.88%	5.28%
Financing Costs	5,535	5,339	5,468	5,519	6,326	6,738
Net Revenue Stream	22,076	21,837	22,452	22,600	23,434	24,680
HRA	25.07%	24.45%	24.35%	24.42%	26.99%	27.30%

Table 2 Capital Financing Requirement

	Actual 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	232,018	254,398	272,984
HRA	13,866	88,688	94,443	102,826	109,448
Total	224,475	307,313	326,461	357,224	382,433

Table 3

Incremental Change in band D Council Tax arising from Prudential Borrowing

	2017/18	2018/19	2019/20
	£	£	£
Estimated Incremental Change in band D Council Tax	18.66	29.29	42.40
Estimated Incremental Change in band D Council Tax for Prudential Borrowing	18.01	27.74	40.45

Table 4 Incremental Change in average weekly rent

	2017/18	2018/19	2019/20
	£		
Estimated Incremental Change in average weekly rent	1.86	4.97	6.78
Estimated Incremental Change in average weekly rent for Prudential Borrowing	1.82	4.84	6.65

Table 5 Change in External Debt

	Budget 2017/18	Budget 2018/19	Budget 2019/20
Council Fund			
External Debt	£000	£000	£000
Debt at 1st April	186,773	192,318	193,324
Expected change in Debt	7,800	8,500	0
Other Long Term Liabilities			
Expected change in OLT	5,546	1,006	0
Estimated Gross Debt at 31st March	192,318	193,324	193,324
CFR	232,018	254,398	272,984
Under / (Over) Borrowing	39,700	61,073	79,660
HRA			
External Debt	£000	£000	£000
Debt at 1st April	94,443	102,826	109,448
Expected change in Debt	8,383	6,622	785
Other Long Term Liabilities			
Expected change in OLT			
Estimated Gross Debt at 31st March	102,826	109,448	110,233
CFR	102,826	109,448	110,233
Under / (Over) Borrowing	0	0	0

Table 6 Authorised Limit for External Debt

	2017/18	2018/19	2019/20
	£m	£m	£m
Borrowing	429.0	461.0	489.0
Other Long Term Liabilities	23.7	23.7	23.7
Total	452.7	484.7	512.7

Table 7 Operational Boundary for External Debt

	2017/18	2018/19	2019/20
	£m	£m	£m
Borrowing	404.0	436.0	464.0
Other Long Term Liabilities	23.7	23.7	23.7
Total	<u>427.7</u>	<u>459.7</u>	<u>487.7</u>

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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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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	ASC	Head of Service	Louise Barry	Strategic Director	Carol Shillabey	Portfolio Holder	Stephan hayes
Saving Proposal -				Right sizing of high cost Community Care packages			
Outline Summary / Description of Proposal							
Practice based approach to support SU through use of personal budgets and direct payments							
Clients will be moved from high cost packages into a more appropriate care setting that delivers VFM or new clients will have alternative options than traditional IRC and home care							

1. Version Control

Version	Author	Job Title	Date
V1 – written in business case	Louise Barry	Head of Operations ASC	8/1/17
V2 - review	Anne Phillips	Professional Lead Finance	30/1/17

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£174k	£268k	£	£442k

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Use of professional practitioners to review cases	Ongoing through to autumn 2017	Cases reviewed and alternative arrangements or price renegotiations concluded	
Vanguard and other training for practitioners	Ongoing through to July 2017	Trained staff, confident of better supplier negotiations and managing service user expectation	
Clarification of the role of contracts and brokerage to support practitioners	Will conclude through the restructure of the team	Team will have a stronger role and become the lead in strong provider negotiations	

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	no	Date required	

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
<ul style="list-style-type: none"> Choice – SU / carer may not want to move or change the service they have 	Medium	High	
<ul style="list-style-type: none"> Capacity – may not be suitable alternative options available for the SU 	Low	Medium	
<ul style="list-style-type: none"> Reviewing the assessment, may find that many are actually at the right level and services cannot be changed 	Low	Low	
	High	High	
	High	High	
	Low	High	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		The project thus far confirms change can be made and success is being had, but need to ensure social workers have the right tools to ensure this continues in the future	
Potential impact on other Service areas			
None			
Service Area informed:	yes	Contact Officer liaised with:	J Jeffries / S Ogrady
Mitigation			

Cyngor Sir Powys County Council

Savings Delivery Plan

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

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6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
None	None	Yes
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Additional resource provided by use of a professional expert	x	x	x		x	x						
Upskill existing team to undertake assessments in line with the progression model – may require external resource	x	x			x							
Train practitioners to use the care fund calculator this will require continuation of external support- circa (cost required)	x	x			x							

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	ASC	Head of Service	Louise Barry	Strategic Director	Carol Shillabey	Portfolio Holder	Stephan hayes
Saving Proposal -				Right sizing of high cost care packages for LD			
Outline Summary / Description of Proposal							
Right sizing high cost placements for LD and bring some SU back into community living							
Clients will be moved from high cost packages into a more appropriate care setting that delivers VFM							

1. Version Control

Version	Author	Job Title	Date
V1 – written in business case	Louise Barry	Head of Operations ASC	8/1/17
V2 - review	Anne Phillips	Professional Lead Finance	30/1/17

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£350k	£150k	£	£500k

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Use of professional practitioners to review cases	Ongoing through to autumn 2017	Cases reviewed and alternative arrangements or price renegotiations concluded	
Vanguard and other training for practitioners	Ongoing through to July 2017	Trained staff, confident of better supplier negotiations and managing service user expectation	
Clarification of the role of contracts and brokerage to support practitioners	Will conclude through the restructure of the team	Team will have a stronger role and become the lead in strong provider negotiations	

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	no	Date required	

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Choice – SU / carer may not want to move or change the service they have	Medium	High	
Capacity – may not be suitable alternative options available for the SU	Low	Medium	
Reviewing the assessment, may find that many are actually at the right level and services cannot be changed	Low	Low	
Provider not prepared to negotiate rates	High	High	
Health Board contributions need to be fully investigated	High	High	
Ability for SW to change their behaviour and embrace alternative cost effective models	Low	High	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		The project thus far confirms change can be made and success is being had, but need to ensure social workers have the right tools to ensure this continues in the future	
Potential impact on other Service areas			
None			
Service Area informed:	yes	Contact Officer liaised with:	D Webster / S Ogrady
Mitigation			

Cyngor Sir Powys County Council

Savings Delivery Plan

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

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6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
None	None	Yes
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Additional resource provided by use of a professional expert	x	x	x		x	x						
Upskill existing team to undertake assessments in line with the progression model – may require external resource	x	x			x							
Train practitioners to use the care fund calculator this will require continuation of external support- circa (cost required)	x	x			x							

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	ASC	Head of Service	Louise Barry	Strategic Director	Carol Shillabey	Portfolio Holder	Stephan hayes
Saving Proposal -				Right sizing of high cost Community Care packages			
Outline Summary / Description of Proposal							
<p><i>Strengthen the reablement process so a single gate ensures all go through this and aim to reduce referrals into longer term dom care / IRC, or reduce the intensity of packages.</i></p> <p><i>Scope is for 80% of cases that go to OD teams and other ASC teams at referral should go through reablement. Estimated at an additional 21 packages per month – so increase productivity for little extra cost</i></p>							

1. Version Control

Version	Author	Job Title	Date
V1 – written in business case	Louise Barry	Head of Operations ASC	8/1/17
V2 - review	Anne Phillips	Professional Lead Finance	30/1/17

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£174k	£604k	£511	£1,115k

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Use of professional practitioners to review cases	Ongoing through to autumn 2017	Cases reviewed and alternative arrangements or price renegotiations concluded	
Vanguard and other training for practitioners	Ongoing through to July 2017	Trained staff, confident of better supplier negotiations and managing service user expectation	
Clarification of the role of contracts and brokerage to support practitioners	Will conclude through the restructure of the team	Team will have a stronger role and become the lead in strong provider negotiations	

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	no	Date required	

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
<ul style="list-style-type: none"> Capacity – may not be suitable to attend reablement and improve 	Medium	High	
<ul style="list-style-type: none"> Processes and scheduling will need to be review 	Low	Medium	
<ul style="list-style-type: none"> Offload to ongoing domiciliary care will need to be considered in order to free capacity at the front end of reablement 	Low	Low	
<ul style="list-style-type: none"> Significant issues with the interface and management of health board OT 	High	High	
<ul style="list-style-type: none"> Cultural change required across organisations to maximise utilisation of reablement approaches 	High	High	
	Low	High	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	The LHB need to ensure fully staffed workforce to support the cases	Need to be sure the service monitors the delivery of the project to evidence that they are delivering a reduced cost of service for clients going through the process	
Potential impact on other Service areas			
None			

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area informed:	yes	Contact Officer liaised with:	J Jeffries / H Jukes
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
None	None	Yes
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1x manager grade SM1 18.5 hrs x 12 weeks at a cost of £	x	x	x	x	x	x	x	x	x	x	x	x
1x grade 7 released for 12 weeks at a cost of £	x											
External support to be spec'd approx 30 days - consultant could be used to reassess service delivery model												

***Cyngor Sir Powys County Council
Savings Delivery Plan***

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones & Cllr Rosemarie Harris
Saving Proposal				Reduction in 3 rd Party spend in respect of Hired and Contracted Services			
Outline Summary / Description of Proposal							
<p>To utilise budget monitoring data including year on year spend on hired and contracted services to analyse and identify budget lines across the service area that can be potentially reduced based on usage and requirement going forward.</p> <p>It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.</p>							

1. Version Control

Version	Author	Job Title	Date
V1.0	Mark Evans	Head of Business & Customer Services	11 th January 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 6,000	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Reduction in 3 rd Party spend in respect of Hired and Contracted Services	April 2017	Reduced 3 rd Party spend baseline budgets.	Specific budgets across the functions of the service area agreed and reduced in consultation with Finance Business Partner.

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	No (Relevant Portfolio Holder regularly Updated)	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
N/A	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
To utilise budget monitoring data including year on year spend on hired and contracted services to analyse and identify budget lines across the service area that can be potentially reduced based on usage and requirement going forward. It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
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Cyngor Sir Powys County Council

Savings Delivery Plan

No	No	Yes
Date required	Date required	Date required
n/a	n/a	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finance	v											

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones
Saving Proposal				DBS Services			
Outline Summary / Description of Proposal							
<p>To maintain the income stream to support the savings target for 17/18 of providing Powys County Council's DBS services to its already established portfolio of customers. The current portfolio of customers consists of; Blaenau Gwent, Merthyr, Newport, Bridgend, Pembrokeshire, Swansea, Neath Port in addition to these Welsh Councils there are numerous 'umbrella bodies' utilising the service.</p> <p>The income figure applied to contribute to the savings target is 'net' of the running costs of the service. This target is reviewed annually and is dependent on the size of the portfolio at the time of annual review.</p>							

1. Version Control

Version	Author	Job Title	Date
V1.0	Mark Evans	Head of Business & Customer Services	11 th January 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 30,590.00	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Ensure Prompt invoicing	Quarterly	Income Savings Target Achieved	n/a
Portfolio Holder decision required			
Yes / No	No (Relevant Portfolio Holder regularly Updated)	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks		Probability	Impact	Mitigation
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
Overall Risk Rating				
Very High Risk		High Risk	Medium Risk	Low Risk
Potential impact on other Service areas				
Service Area informed:		Contact Officer liaised with:		
Mitigation				

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Income target built into DBS budget for 2017/18 in respect of processing of DBS applications for other local authorities and Umbrella organisations.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	No	No
Date required	Date required	Date required
n/a	n/a	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones
Saving Proposal				P2P (The Payment of Suppliers)			
Outline Summary / Description of Proposal							

Overall Project Objective

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.

P2P Savings 17/18

Following the review undertaken by the Change and Improvement Team, work has commenced on the delivery of the recommendations of the review. The first phase concentrates on increasing the usage of purchase cards both internally by service areas and by external suppliers. This will result in large volumes of invoice rationalisation.

Current internal spend on purchase cards equates to approximately £3.8m which is 7% of a total annual spend of £162m for 15/16. This generates a rebate of approximately 40k to the Council. Therefore, there is a huge potential opportunity to increase this. Data has been obtained which provides a breakdown of spend by Service Area.

Supplier data has been obtained from Commercial Services which shows the highest number of transactions (invoices) received and the highest amount of spend for supplier and from this a target plan has been produced which identifies the top 50 suppliers who send us the highest number of invoices.

It is obvious from the data that the Catering Service receive a high volumes of invoices as some suppliers provide one invoice per drop at one school. Therefore it is the suppliers to the Catering Service that are being communicated with to increase their respective use of purchase cards. Initial meetings have taken place that has provided assurance around the achievement of the savings target applied from April 2017.

1. Version Control

Version	Author	Job Title	Date
V1.0	Mark Evans	Head of Business & Customer Services	11 th January 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 100,000	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Increase Catering Supplier P.C Usage	June 2017	Invoice Rationalisation	
Portfolio Holder decision required			
Yes / No	No (Relevant Portfolio Holder regularly Updated)	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Contract Restrictions with specific Catering Suppliers	Low	Low	Revised new contracts agreed by March 2017
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Commercial Services			
Service Area informed:	Commercial Services	Contact Officer liaised with:	Chris Squires / Ian Williamson
Mitigation			
Revised new contracts agreed by March 2017.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>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.</p> <p>Following the review undertaken by the Change and Improvement Team, work has commenced on the delivery of the recommendations of the review. The first phase concentrates on increasing the usage of purchase cards both internally by service areas and by external suppliers. This will result in large volumes of invoice rationalisation</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Yes	No
Date required	Date required	Date required
n/a	February 2017	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	√											
Finance	√											

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones & Cllr Rosemarie Harris
Saving Proposal				General Supplies & Services, reduction in overheads			
Outline Summary / Description of Proposal							
<p>To utilise budget monitoring data including year on year spend on supplies and services to analyse and identify budget lines across the service area that can be potentially reduced. The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.</p> <p>It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.</p>							

1. Version Control

Version	Author	Job Title	Date
V1.0	Mark Evans	Head of Business & Customer Services	11 th January 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 50,000	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Reduction in relevant General Supplies & Services, reduction in overheads budgets	April 2017	Reduced supplies and services baseline budgets.	Specific budgets across the functions of the service area agreed and reduced in consultation with Finance Business Partner.

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	No (Relevant Portfolio Holder regularly Updated)	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
N/A	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

Cyngor Sir Powys County Council

Savings Delivery Plan

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

To utilise budget monitoring data including year on year spend on supplies and services to analyse and identify budget lines across the service area that can be potentially reduced. The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.

It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	No	Yes
Date required	Date required	Date required
n/a	n/a	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finance	√											

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	CLlr Wynne Jones & CLlr Rosemarie Harris
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Saving Proposal	Service Area Vacancy Management
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Outline Summary / Description of Proposal

To continue with the established process of reviewing all vacancies. The process reviews the role including dependencies and impact with a business case supporting a rationale on the desired outcome from the function lead on whether to recruit, re-deploy or not replace.

The decision is subsequently referred to the H.O.S for decision.

1. Version Control

Version	Author	Job Title	Date
V1.0	Mark Evans	Head of Business & Customer Services	11 th January 2017

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 91,824.00	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Scrutinise all Vacancies	Dec 16 – March 2017	Reduced Staffing Budget	H.O.S via Function Business Case
Portfolio Holder decision required			
Yes / No	No (Relevant Portfolio Holder regularly Updated)	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks		Probability	Impact	Mitigation
Failure to reduce budget through V.M based on capacity and statutory and legislative compliance.		Medium	Medium	Holistic view of specific function or area, process improvement, re-deployment.
Lack of Vacancies becoming available		Medium	Medium	
		Choose an item.	Choose an item.	
Overall Risk Rating				
Very High Risk	High Risk	Medium Risk		Low Risk
Potential impact on other Service areas				
Potentially the reduction in capacity to fully support the impacted areas of the organisation				
Service Area informed:	Generic	Contact Officer liaised with:	Generic	
Mitigation				
Holistic view of specific function or area, process improvement, re-deployment.				

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>To continue with the established process of reviewing all vacancies. The process reviews the role including dependencies and impact with a business case supporting a rationale on the desired outcome from the function lead on whether to recruit, re-deploy or not replace.</p> <p>The decision is subsequently referred to the H.O.S for decision.</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Yes	n/a
Date required	Date required	Date required
n/a	January – March 2017	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	√											
Finance	√											

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr T Thomas
Saving Proposal				Building Control: set up wholly owned company and transfer staff and service enabling increased trading activity and retention of up to 20% of turnover			
Outline Summary / Description of Proposal							
We are not going to do this anymore, as was once planned. It did not result in certain savings and also factored in a lot of risk of losses.							

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1. Version Control

Version	Author	Job Title	Date
1	Sue Bolter	Head of RP&C	January 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£50,000	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
N/A 2018-2019

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr T Thomas / Cllr John Powell
Saving Proposal				Business Support (New Model)			
Outline Summary / Description of Proposal							
<p>The BUS Staff allocated to RP&C were transferred into the Service on a permanent basis on 1st April 2016. This savings target was transferred into RP&C with the staff and is based on a 20% value of their wage bill.</p> <p>£20K savings were made toward this as part of the re-structure of Property Services in 2016/17. The balance will be found through further staff savings in Regulatory Services (the level of savings has been apportioned to the teams that benefit from the admin support)</p>							

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1. Version Control

Version	Author	Job Title	Date
1			

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£111,430		£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
£20K already achieved	-	Property Service Re-organisation	
Balance to be found through staff savings in Regulatory Services	1/4/2017	Reduction in staffing	
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Service areas may not run so effectively because of a loss of administrative support	Low	Low	On-going look at ICT to support systems
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

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5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>When the administrative staff transferred back into RPC from BSU they moved across with the understanding of a 20% budget reduction in 2017/18. This amounts to £90k in regard to Regulatory Services.</p> <p>It is proposed to remove two administrative support posts within Regulatory Services. The redistribution of work within the group of staff will be necessary to maintain levels of support for services and the introduction of a new automated telephone system should lead to less call handling by staff.</p> <p>There are currently three vacant administrative posts within Development Management, which are being temporarily filled, and HR has specified that due to these vacancies, voluntary severance for other staff who have expressed a past interest in this, is not an option. Staff currently occupying these `vacant` posts have high levels of skills applicable to</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

the planning service and it is feared that an impact will be felt on the service delivered. The removal of 2 of the 3 vacant posts will deliver the substantial savings required without additional costs to the authority (through VSS) and it is proposed that the remaining savings target is achieved through increased income from Regulatory Services, particularly from the award of increased Court costs in prosecution cases.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Possibly redundancies need to be made	
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	x	x										

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell
Saving Proposal				Waste and Recycling: Closure of 2 HWRC'S to provide one in the North, Mid and South of the County- no mitigation included			
Outline Summary / Description of Proposal							
<p>Original MTFS: The management of the HWRC sites costs around £2.1m per annum and equates to approximately £0.42m per site. If we were to close two sites and provide 1 site for each of the Shires this would save an estimated £700k when additional tonnage at the remaining sites is taken into account. This would have a detrimental impact on our recycling rates and would have to be carefully modelled to ensure that any such reduction does not lead to fines from WG. The reduction in site numbers will inevitably mean that many residents will have to travel further to use the facilities. The existing HWRC management contract would have to be terminated and/or re-negotiated to provide the service at fewer locations. Ongoing capital investment may be required to provide the required infrastructure. A detailed business case will need to be prepared in due course to consider both the revenue saving and the potential capital investment.</p> <p>Update: A range of savings proposals have been identified for 17/18 that will reduce the service cost by £200K. This will require the support of the capital investment strategy and the FRM.</p>							

1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£700,000 (£200K*)	£ (£300K*)	£	£700,000

*subject to Council confirmation of budget.

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
HWRC – in house feasibility	30/06/2016		
Contract review	31/08/2016		
Impact assessment of site closures	01/06/2016		
Alternative service delivery options	30/06/2016		
Report to Cabinet	September 2016		
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	Yes	Date required	07/02/2017
Council decision required			
Yes / No	Yes – Budget	Date required	23/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
A decrease in the value of recyclates would impact on the potential volume of income	High	High	Subject to market trends
Assumptions – A number of key assumptions (see page 2) are attached to the project, such as the provision of a transfer station in Abermule, and the provision of weigh bridges at each TS etc. Any adjustment to these assumptions could adversely impact any financial projections	High	High	Substantiate all assumptions during financial phase of Project. Project board to verify all assumptions made before proceeding to Review Findings phase.
Data Accuracy – The tonnage data supplied is provided direct from Potters Waste Management, data inconsistencies could adversely affect any financial projections made.	High	High	Question any apparent data anomalies with Potters Waste Management Ltd during data analysis phase
Past Political Pressure – Political pressure has previously resulted in added costs to the authority following efficiency lead service changes. To achieve a £700K saving target it is clear that the current service will severely be affected i.e. by reducing the variety of materials currently disposed of at some of the HWRCs or reducing the number of HWRCs. Reintroducing services following political/public demand will impact on any efficiency savings made.	High	High	The aim of the project is to realise efficiencies without reducing the number of HWRCs within the County, although the closure of HWRC site maybe unavoidable. An extensive costings exercise will be undertaken to identify suitable options for HWRCs within Powys.
Rise in Fuel Costs – A rise in fuel costs would increase the authority's fuel bill and also increase sub-contractor costs used for external haulage to disposal/processing centres.	High	High	None
Location of Disposal/Processing Centres – The costings exercise is based on presumed disposal/processing outlet locations, changes to these material destination location may result in increased haulage costs	High	High	Subject to availability
Location of Baling Equipment – The Authority currently has funds for one piece of sorting and baling plant that is to be located in Brecon transfer station. This may result in materials from other bulking facilities being transported un-compacted, increasing sub-contractor haulage costs or increasing internal haulage costs through the transportation of materials to Brecon	High	High	This will be reviewed during the data analysis phase and all costs identified for each eventuality
Long term savings cannot be achieved due to the movement of waste between sites	Medium	Medium	Maximise potential savings and seek savings from elsewhere in Waste and Recycling budget
Overall Risk Rating			

Cyngor Sir Powys County Council

Savings Delivery Plan

Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Household Waste Recycling Centre (HWRC) Review. There is a saving of £700k proposed the Medium Term Financial Strategy (MTFS) to close two of the five sites. This would leave one site in each shire. As this proposal is likely to generate considerable public and political opposition, alternatives are also being considered to realise some of the savings such as reducing days of opening.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Yes	No	
Date required	Date required	Date required
2016		

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Saving Proposal				Highways: Reduce Highways Maintenance budgets to the County including review of winter maintenance standards.			
Outline Summary / Description of Proposal							
<p>Original MTFs: The Highways budget will be reduced by £0.5m</p> <p>The impact will mean less maintenance work on the Highway network and the use of a Highways Asset Management Plan (HAMP) will become more important in order to target reduced resources. The budget reduction will be achieved through efficiencies associated with reduced use of plant and materials through a change in repair techniques. Capital investment is required in Jet Patching machines to achieve a significant proportion of the budget reduction. For County roads there may be a reduction in the planned treatment for winter maintenance through reduced network coverage, reduced salt/grit rural provision. There will be a further reduction in urban grass maintenance to 2 cuts per year, alongside reduced Street Cleansing (labour & plant saving), reduced road marking maintenance and reduced sign maintenance. Under investment in our network will lead to a deteriorating highway asset. Noting that we already have the worst PI's in Wales for road quality, although this figure is distorted by the sheer scale of our B and C network. A detailed business case will need to be prepared in due course to consider the revenue saving and the potential impact on our communities.</p> <p>Updated Position: The savings will be delivered through changes to gully disposal contracts, reduction in street cleansing, reduction in vehicle numbers and the introduction of Jet Patching Equipment.</p>							

1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£500,000	£-	£-	£500,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Workforce and equipment planning	June 2016		
Delivery and implementation	June 2016		
Reduction of Vehicles – identify surplus vehicles & dispose of	June 2016		
Small Plant Review	June 2016		
Disposal of Highways Arisings	June 2016		
Prepare tender			
Portfolio Holder decision required			
Yes / No	No	Date required	-
Cabinet decision required			
Yes / No	No	Date required	-
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks		Probability	Impact	Mitigation
Failure to deliver savings		Medium	High	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
Overall Risk Rating				
Very High Risk	High Risk	Medium Risk		Low Risk
	Yes			
Potential impact on other Service areas				
Limited direct impact other than budgetary pressures.				
Service Area informed:	N/A	Contact Officer liaised with:	N/A	
Mitigation				

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>Highway Reductions</p> <ul style="list-style-type: none"> - Reduced Vehicle and Plant <p>A fundamental review of council vehicles, plant and equipment for highways maintenance operations. Reduced to provide a consistent core of essential equipment across operating basis over the county in line with reducing budgets and service changes.</p>

Cyngor Sir Powys County Council Savings Delivery Plan

- Introduction of 'Jet-Patching' process for road repairs.

To deal with increasing reactive repairs due to reduced planned maintenance and investment in highway network, in a cost effective manner producing budget savings through reduced material, plant & labour costs.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not required	Note required	Not required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
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Saving Proposal Review of Car Parking

Outline Summary / Description of Proposal

16/17: A detailed commissioning review will be undertaken of the car park service utilising the commissioning toolkit. The review will provide for a more commercial and robust approach to car park management practice with a focus on increasing income wherever possible. Alternative service delivery models will be thoroughly investigated. Where it is considered of financial benefit to the Council the service will be commissioned with an external provider. A detailed business case will need to be prepared in due course to consider the revenue saving and the implications for our car parking assets.

17/18 Update: a complete review of the Parking Service to deliver efficiency savings and maximise income through the use of improved equipment and tariffs comparable to neighbouring authorities. Appropriate project management plans are in place.

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£175,000	£	£175,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Review Current service	May 2016		
Benchmark against other authorities	February 2016		
Arrange dates to go to present blue badge holder proposal to local groups	June 2017		
Submit cabinet report on blue badge proposal			
Portfolio Holder decision required			
Yes / No	No	Date required	-
Cabinet decision required			
Yes / No	Yes	Date required	tbc
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
No strategy to manage how the operating costs are reduced	Low	High	The members of the project board will ensure there is a clear strategy and project plan and funding for the project is identified early on in the process. The Quarterly Performance Programme Board will also ensure there is sufficient scrutiny around each stage of the project
No strategy to manage how the income is increased	Low	High	The members of the project board will ensure there is a clear strategy and project plan and funding for the project is identified early on in the process. The Quarterly Performance Programme Board will also ensure there is sufficient scrutiny around each stage of the project
Lack of support from internal stakeholders	Low	High	Evidence from the strategy, options appraisal and analysis part of the process is essential to enable the car park service to show what the decisions are being based on, which should build confidence in stakeholders to support the proposals which will be set out in the Final Business Case.
Gaps in specialist skills and experience	Medium	High	Funding will be required if we need specialist external support, this needs to be identified early on in the analysis phase of the project
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
Not applicable.			
Service Area informed:	N/A	Contact Officer liaised with:	N/A

Cyngor Sir Powys County Council

Savings Delivery Plan

Mitigation

-

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

The council's car parks provide significant income to the Highways Service and is generated from Pay & Display, permits (residential / seasonal) and penalty notices (off & on Street).

The MTFS includes provision for a saving or increased net income of £175K from 2018. The scope of the project is to explore, review and assess how this £175K can be achieved or exceeded within the car parking service.

One suggestion to increase income is to introduce pay and display charges for blue badge holders to park in council owned car parks. This suggestion would harmonise blue badge holders with other car park users, including low income families and people on benefits who receive no financial concession for parking.

In the 3 years from April 2012 there were 10,302 successful applications for a blue badge in Powys. A blue badge is valid for a 3 year period only, the holder must then reapply.

By not charging blue badge holders to park in its car parks, the council are not recovering their full potential income. By allowing blue badge holders to park for an unlimited time for free the turnover of spaces is not encouraged which can be an issue in highly populated short stay car parks. To date the council have in excess of 3800 parking bays within its car parks. 321 of these are within short stay car parks. The authority currently has 153 disable bays throughout the county which equates to 4% of the total number of bays.

The Blue Badge Scheme is a national arrangement that gives parking concessions to people with severe walking difficulties, whether they're drivers or passengers. This helps the person with the badge to lead a normal life by making it easier to get out and about. The blue badge is designed to allow holders to park closer to the facility which they are visiting, it does not specify that the concession must be financial.

Benchmarking has been done against other local authorities regarding the charging of blue badge holders. The benchmarking exercise found that Pembrokeshire and Ceredigion charge blue badge holders but allow an additional hour on top of their paid tariff as a concession. This is what Powys County Council are proposing to introduce.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Blue Badge holders	Not applicable	Not applicable
Date required	Date required	Date required
June 2017		

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NIL												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Saving Proposal				Highways: Street lighting reduction - examine options for further reduction in street lighting which will mean 2/3 of lights being switched off.			
Outline Summary / Description of Proposal							
<p>Original MTFS: A combination of the use of improved technology to reduce energy costs alongside a review of street lighting operation to identify further opportunities to reduce street lighting requirements.</p> <p>The Street Lighting propose to make the £300k saving by doing the following:-</p> <ol style="list-style-type: none"> 1) Reduce staffing and fleet costs. 2) Increased income recovery. 3) Reduced the street lighting materials budget. 4) Reduce the street lighting energy budget through either:- <ol style="list-style-type: none"> a) Switching off non-core lights. b) Change all 'old' style street lights to LED. <p>– This requires £1.5 million in capital 'invest to save' money.</p> <p>A detailed business case prepared considering both the revenue saving and the capital investment required.</p> <p>Updated MTFS: through the introduction of LED's and a review of the street lighting service to deliver efficiency savings and maximise income from NMWTRA. Appropriate project management plans are in place and the LED conversion programme is due to complete by 31/03/17.</p>							

1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£100,000	£200,000	£	£300,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Produce Project Initiation Document	01/07/2016		
Confirm chosen option for the LED Lantern installation	29/06/2016		
Produce Tender Documents	04/08/2016		
Procurement Process through Commercial Services	05/09/2016	Contract award sent to Centregreat	
Review of progress versus programme	31/03/2016		
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Procurement problems delay the programme or limits the choice of units	High	High	Early and on-going consultation with Commercial Services about requirements
Tenders received exceed estimate	Low	High	A soft marketing exercise completed indicates that the budget of £1.5M is sufficient to deliver the project
Delays in LED installation	Medium	High	Close monitoring of progress to programme and identify and address issues early
Energy price increases resulting in savings not being maximised	Medium	High	Outside control of project team
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		Yes	
Potential impact on other Service areas			
Limited.			
Service Area informed:	N/A	Contact Officer liaised with:	N/A
Mitigation			
N/A			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Not Applicable

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N/A	N/A	No consultation required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell
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Saving Proposal Trade Waste – Implementation of Trade Waste Strategy

Outline Summary / Description of Proposal

16/17: Trade waste project underway. This will result in increased income generation and efficiency but will require a more robust business approach to service delivery.

17/18 Update: The trade waste project has been underway for some time and whilst the activity makes a net contribution to the service it has not achieved the additional targets that were placed upon it following the PWC income review. Further changes have recently been introduced to reduce the extent of loss making on the trade recycling element of the service.

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£25,000	£	£	£50,000 (NB £25,000 in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Accurate costing of trade waste & recycling service	October 2015		
Operational group / working patterns			
Co-ordinate optimisation of routes			
Increase existing trade income			
Ensure all businesses are appropriately charged	July 2016		
Implement charging of PCC schools for collection & disposal of recycling materials.	April 2016		
Portfolio Holder decision required			
Yes / No	As and when necessary	Date required	-
Cabinet decision required			
Yes / No	No	Date required	-
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Failure to achieve increased levels of income as identified as a saving	Medium	High	Trade teams review techniques when communicating with potential customers
Loss of income from trade waste customers using domestic waste streams and potential backlash when a tougher stance is taken with traders who currently use the domestic waste service free of charge	High	High	Formal Enforcement policy & procedure to be implement
Poor price for recyclates, resulting in service costing more	High	High	
Failure to attract income from event organisations	High	High	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Yes			
Potential impact on other Service areas			
This is a non statutory service that potentially impacts on other service areas when services are modified e.g. schools and schools catering.			
Service Area informed:	Ongoing	Contact Officer liaised with:	-
Mitigation			
N/A			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council Savings Delivery Plan

Overview of trade waste and recycling service to maximise efficiency of delivery. Implement effective pricing structure and ensure that processes are in place for effective delivery. Promote service and take enforcement action where traders not using legitimate routes for their waste and recycling.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not applicable	Not applicable	Not applicable
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NIL												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt / CLlr John Powell
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Saving Proposal Staff Reduction – Natural Wastage and ongoing Staff Restructure

Outline Summary / Description of Proposal

A continuation of delayering and downsizing which is a feature of an ongoing approach to streamlining management structures as service design takes place. This does not represent the whole reduction in staff costs for the Service as further significant reductions will be part of service re-modelling and commissioning activity referred to elsewhere.

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£200,000	£-	£-	£350,000 (NB £150K in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No	No	Date required	n/a
Cabinet decision required			
Yes / No	No	Date required	n/a
Council decision required			
Yes / No	No	Date required	n/a

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Failure to adequately deliver service due to cut backs	High	High	Closely monitor service and look to address any shortfall savings requirements from other efficiencies
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
If service fails there would be multiple impacts on other service areas that are too broad to list.			
Service Area informed:	N/A	Contact Officer liaised with:	-
Mitigation			
Not applicable.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>Staff reductions. (£200k)</p> <p>Whilst significant savings have been made in the staffing budget this further saving is required to meet the MTFs. This saving has focussed on managerial savings and is in part already met as savings have been overachieved with 15/16. Further savings are to be made but they are unlikely to meet the full amount required so the service intends to meet these costs internally.</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not applicable		
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt
Saving Proposal				Fleet / Transport Review of Targets			
Outline Summary / Description of Proposal							
<p>Ensure the Fleet department is operated as efficiently as possible providing a quality and sustainable service for its clients. To ensure that Fleet management systems reflect the latest operating requirements of the Council and are compliant with statutory requirements.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£100,000	£	£	£200,000 (NB £100K in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Succession Planning	April 2017		
Review & refine fleet management systems			
Review of admin process on driver licensing			
Strategic review of vehicles			
Standard working practices on vehicle/asset replacement			
Fully integrated workshop	March 2019		
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Risk to service delivery if incorrect type and quantity of vehicles are disposed of	Choose an item.	Choose an item.	
Delays in procuring new vehicles	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

***Cyngor Sir Powys County Council
Savings Delivery Plan***

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt
Saving Proposal				Increased Design team fee recovery			
Outline Summary / Description of Proposal							
<p>The Highways Design team has a significant fee income of £2.0m and a net contribution of around £300k. It is proposed that this figure is increased by a further £25K in 2017/18.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£25,000	£	£	£50,000 (NB £25K in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Adjustment to target earnings	01/04/2017	-	-
Portfolio Holder decision required			
Yes / No	No	Date required	-
Cabinet decision required			
Yes / No	No	Date required	-
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Do not achieve required turnover	High	High	Closely monitor progress
Clients change payment mechanisms	Low	High	None
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
Budgetary pressure to other teams within HTR.			
Service Area informed:	N/A	Contact Officer liaised with:	N/A
Mitigation			
-			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
17/18 Raise Design Team income target by £25,000 from £390,914 to £415,914.
Current turnover for the Engineering Design team is already forecast at a challenging £2.15M; approx. 50% of this income is from external sources, the rest is dependent upon internal or capital funds. This equates to an already demanding target of 18% 'profit'. The additional increase in target would increase the required 'profit' to 19.5% (assuming turnover remains at £2.15M).
The proposal would look to increase margins through introducing more efficient ways of working and reducing overhead costs further (improve procurement of

***Cyngor Sir Powys County Council
Savings Delivery Plan***

additional support).

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not applicable	Not applicable	Not applicable
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Not applicable												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt
Saving Proposal				Highway Service reductions – prioritisation of essential works			
Outline Summary / Description of Proposal							
<p>Originally part of the 15/16 – 18/19 MTFS this was a straightforward minor reduction in the operating budgets of our HGSS teams. This should now be considered in addition to the £500k reduction to the budget already considered as part of the 16/17 – 19/20 MTFS.</p> <p>17/18 – as above.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£25,000	£	£	£50,000 (NB £25K in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No	No	Date required	-
Cabinet decision required			
Yes / No	No	Date required	-
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks		Probability	Impact	Mitigation
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
		Choose an item.	Choose an item.	
Overall Risk Rating				
Very High Risk		High Risk	Medium Risk	Low Risk
		Yes		
Potential impact on other Service areas				
Not applicable				
Service Area informed:		N/A	Contact Officer liaised with:	
Mitigation				
Not applicable				

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Not applicable

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N/A	N/A	Not required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLr John Brunt / CLr John Powell
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Saving Proposal Commissioning of Services

Outline Summary / Description of Proposal

In accordance with our Corporate Approach to the Commissioning of services a comprehensive commissioning review of all the services provided by HTR will be undertaken.

All alternative service delivery models will be thoroughly investigated. Where it is considered of financial benefit to the Council, the service will be commissioned with an external provider.

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

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Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£150,000	£1,576,850	£	£1,726,850

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	Yes	Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Lack of support from internal stakeholders	Choose an item.	Medium	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>The HTR Commissioning project is identified within the service MTFs and has an initial savings target of £150k in 17/18 and a further £1,576,850, the majority of the savings target, in 18/19. The initial stage of the project will consider the redesign of the delivery of the services within HTR with the options for this being focused on five alternative delivery models.</p> <p>Modified In-House The Council can trade under its various local government powers. Growth will be dependent upon a number of factors including: market opportunities, competition, competitiveness of the Council, and entrepreneurial acumen of staff</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

Wholly Owned Company with Teckal Exemption

The Council has the power to trade through a Company, under section 95 of the Local Government Act 2003 in respect of anything which the Council is authorised to do for any of its functions. The Company can trade up to 20% of the value of the 'passported' work, without causing the company to lose the right to do 'passported' work (however there is potential to set up another trading company if threshold is likely to be breached). The Company structure allows for the implementation of more dynamic corporate governance arrangements more suited to commercial activities, at arms-length from the Council. All profit would benefit the Council as the company's only shareholder.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
	Yes	Not applicable
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt / Cllr John Powell
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Saving Proposal	Logistics Review
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Outline Summary / Description of Proposal

A logistics review will be undertaken that analyses all our operational activities to ensure that they are as effective as possible. This will include the use of route optimisation software for all HTR activities such as refuse collection, recycling, gulley sucking, gritting and all routine maintenance.

The work will be complimentary to and support the depot review has been undertaken.

There may well be additional capital investment required as we rationalise our depots for example to ensure we are able to stock sufficient winter salt for such investment.

A detailed business case will need to be prepared in due course to consider both the revenue savings and the potential capital investment required.

The project has been supported by Northgate from December 15 but this will be delivered by PCC directly from February 17. There is comprehensive project management documentation available from the project team.

1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£425,610	£	£	£675,610 (NB £250K in 16/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No	No	Date required	-
Cabinet decision required			
Yes / No	No	Date required	-
Council decision required			
Yes / No	No	Date required	-

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Outcome of waste round reviews	High	High	Closely monitor project
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
Not applicable			
Service Area informed:		Contact Officer liaised with:	
Mitigation			
Not applicable			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Limited impact on others. More efficient use of vehicle reserves is clearly in terms of WFGA.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not applicable		Not applicable
Date required	Date required	Date required
-		-

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Powell
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Saving Proposal Waste Service Reduction – review of existing waste contracts.

Outline Summary / Description of Proposal

The waste service has a number of contracts that it is looking to review including the contract with Cae Post which expires in 2017. It is anticipated that these contract reviews will yield savings.

In addition to which the operation of the large number of bring sites is being reviewed particularly where they are in close proximity to other facilities, PCC HWRC's or supermarket recycling sites.

A detailed business case has been prepared and the savings proposals are being implemented to deliver the savings target of £25K for 17/18.

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1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£25,000	£	£	£50,000 (NB - £25K in 2016/17)

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
All Completed	All completed	All completed	All completed
Portfolio Holder decision required			
Yes / No	Yes	Date required	
Cabinet decision required			
Yes / No	Yes	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Failure to deliver savings as planned	High	High	Monitor project implementation and financial outcomes.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
The key impact on other services outside of HTR will be any budget pressures created by the under-performance of this project.			
Service Area informed:	-	Contact Officer liaised with:	-
Mitigation			
N/A			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Review and renegotiation of existing waste and recycling contracts to maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS).

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N/A	N/A	N/A
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Completed in 16/17												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLr John Brunt / CLr John Powell
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Saving Proposal	Business Support
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Outline Summary / Description of Proposal

Reduce business support within HTR by 20%.

1. Version Control

Version	Author	Job Title	Date
V1	Nigel Brinn	Head of Service: HTR	14/02/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£63,120	£-	£-	£63,120

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No	No	Date required	n/a
Cabinet decision required			
Yes / No	No	Date required	n/a
Council decision required			
Yes / No	No	Date required	n/a

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Failure to adequately deliver service due to cut backs	High	High	Closely monitor service and look to address any shortfall savings requirements from other efficiencies
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	Yes		
Potential impact on other Service areas			
If service fails there would be multiple impacts on other service areas that are too broad to list.			
Service Area informed:	N/A	Contact Officer liaised with:	-
Mitigation			
Not applicable.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>Business support.(£60k)</p> <p>Resource has already transferred into service. Further reductions to the business support team are not considered achievable and the service will try to deliver the savings from within the service. This will involve a further review of the support required at some of the depot locations.</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Not applicable		
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rosemarie Harris
Saving Proposal				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			
Outline Summary / Description of Proposal							
The process of setting up the JV has taken longer than was originally anticipated. The business will be set up in the Spring of 2017/18, but it may not achieve profit in its first years of operation. The figures included in this proposal should be easily achieved once the company is fully established.							

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1. Version Control

Version	Author	Job Title	Date
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Cyngor Sir Powys County Council

Savings Delivery Plan

1			

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£100,000	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Set up company	May 2017	Can start to trade	Not yet
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	no	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
The company may not achieve a profit in its initial years of operating	Medium	High	We are working with our partner Kier to ensure the very best environment for the company to succeed
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	
Potential impact on other Service areas			
none			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Property Services Joint Venture Company: Set up jointly owned company to deliver a range of property services. Improve service delivery. Increase income generation by trading more widely than the Council. Transfer Asset Management Team towards the end of 2016/17. (Income generation)

***Cyngor Sir Powys County Council
Savings Delivery Plan***

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
no	Yes on TUPE	
Date required	Date required	Date required
	Prior to transfer	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ICT	x	x										
HR	x	x	x									
Legal	x											

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
Arts: Theatre funding reduction 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 introduced.							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£5,000	£15,000	£0	£20,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
Catering: Full cost recovery for school meals and catering outlets. Consideration of options for catering delivery in County Hall and Neuadd Brycheiniog to ensure full cost recovery							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£40,000	£0	£0	£40,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
Concurrent Functions Grants: Phase out Concurrent Functions as grant will become anomalous given changes to service delivery in Radnorshire and Brecknockshire.							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£48,000	£0	£0	£48,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
<p>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 through community-style delivery and asset transfers to local communities. Where transfer is not possible, dispose of asset or seek full cost recovery. Minimum grounds maintenance approach will need to apply.</p>							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£60,000	£60,000	£0	£120,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
<p>Leisure Contract; The contract provides for year on year reductions in contract fees which will start to occur in 2017/18. Efficiencies are also required in 18/19 through the de-commissioning or externalisation of Staylittle Outdoor Centre and Llanfair Caereinion Leisure Centre.</p>							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£350,000	£179,173	£24,512	£553.685

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
<p>Libraries; Co-locate where possible and joint working / community delivery with local communities for future delivery of branch libraries whilst providing infrastructure support from the core service. Encourage co-working and location within libraries with other bodies where feasible to generate income. Decommission libraries where co-location, community delivery/operation or core provision is not suitable or alternatives rejected by local communities.</p>							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£0	£125,000	£0	£125,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
<p>Museums : Decommission direct management of museums outside of core Shire museums. Pursue joint arrangements in future management of the Brecknock Cultural Hub, and explore options for increased income.</p>							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£20,000	£0	£0	£20,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
Reduce funding support for Theatre provision							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£23,890	£11,945	£0	£35,835

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Graham Brown
Saving Proposal							
Outline Summary / Description of Proposal							
<p>Youth Service: Remodel service to create a universal service that is substantially delivered through the Third Sector with the County Council supporting hard to reach groups and intervention for those young people of most need, and support to High Schools with direct club provision restricted to Powys' main towns only.</p>							

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1. Version Control

Version	Author	Job Title	Date
	Stuart Mackintosh	Head of Leisure and Recreation	

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£180,000	£220,000	£0	£400,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
See Stuart Mackintosh's report on Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr T Thomas
Saving Proposal				Additional income from Planning Fees			
Outline Summary / Description of Proposal							
<p>Development Management income has performed at a higher level than anticipated for the past two years. We therefore feel reasonably confident that a further sum can be put forwards centrally rather than used to support service delivery</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Sue Bolter	Head of RP&C	January 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£50,000	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Finance Service to adjust budget	1/4/2017	Income target increased	Yes
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Income in DM is generated by the demand of developers. If the economy dips then confidence to build dips too, lowering income	Low	High	None other than reduce costs
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			x
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council Savings Delivery Plan

To achieve additional income of £100k through Planning Application Fees.

2016/17 has seen a spike in planning applications due to various legislative changes which has encouraged planning applications prior to implementation of legislation. Current market conditions remain favourable and adoption of the Local Development Plan will further enhance this

Anticipated income for 2016/17 of £778k approximately. In 2017/18 we are expecting this to increase to £878k.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Law and Governance	Head of Service	Clive Pinney	Strategic Director		Portfolio Holder	CLr Wynne Jones
Saving Proposal							
Outline Summary / Description of Proposal							
Reduce travel expenses by increased use of video conferencing, car sharing, reduction in meetings and reduction in membership of committees							

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1. Version Control

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	16.01.17

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£2,000	£2,000	£2,000	£6,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Reduction in the size of Committees	20 April 2016		Council agreed to a reduction in the size of some committees.
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
N/A	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Reducing the amount miles travelled by Members will positively contribute to reducing our carbon footprint.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
None		None
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Law and Governance	Head of Service	Clive Pinney	Strategic Director		Portfolio Holder	CLr Wynne Jones
Saving Proposal							
Outline Summary / Description of Proposal							
Photocopying budget for members reduced by £20,000 in 2016/17, £2,500 in 2017/18 and £2,500 in 2018/19.							

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1. Version Control

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	16.01.17

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£20,000	£2,500	£2,500	£25,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Modern.gov used to produce agendas. Fewer paper copies produced.		On course to deliver savings in 2016/17.	
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
N/A	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
Has reduced workload in Reprographics			
Service Area informed:	Yes	Contact Officer liaised with:	Dylan McPhee
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
All agendas are translated into Welsh and the Welsh version is available on the Council's website.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
None		None
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Corporate	Head of Service	Jane Thomas	Strategic Director	David Powell	Portfolio Holder	Wynne Jones
Saving Proposal				Additional Income Target			
Outline Summary / Description of Proposal							
<p>Increase in income levels generated by the Authority – High level target set by Cabinet, specific areas will be identified later and will be supported by further Impact Assessments, as income streams are identified.</p> <p>The work will be undertaken by the Income and Cost Improvement Board who reconvene on the 17th February, 2017.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Jane Thomas	Acting Head of Financial Services	13 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£400k	£400k	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Report on the way forward approved by Management Team	January 2017	Way Forward and approach approved	January 2017
Income and Cost Improvement Board Reinstated to:- <ul style="list-style-type: none"> Develop Action Plan in response to the WAO recommendations Monitor delivery of the Action Plan Ensure that the Income Management and Service Cost Recovery Policy is implemented and adhered to by services Review delivery of income against targets set by Cabinet Recommend the detailed proposals to deliver the income targets agreed for 2017/18 and 2018/19. Recommend the action required to deal with the shortfall projected for 2016/17 in future years. Promote and develop Income generation across the Council. 	17 th February 2017	<ul style="list-style-type: none"> WAO recommendations delivered Income Management and Service Cost Recovery Policy is implemented and adhered to by all services Identification of proposals to meet the shortfall against income targets for 2016/17 Detailed proposals developed to deliver the income targets agreed for 2017/18 and 2018/19. Income Generation embedded across the Council 	By April 2017 March 2017 to December 2017 By April 2017 For 2017/18 by April 2017, 2018/19 developed by November 2017 for inclusion in next years budget proposal. March 2017 to December 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

Portfolio Holder decision required			
Yes / No	Not yet known	Date required	
Cabinet decision required			
Yes / No	Not yet known	Date required	
Council decision required			
Yes / No	Not yet known	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Failure to identify income streams	Low	High	Income and Cost Improvement Board in place
Lack of engagement by services areas	Low	Medium	Income and Cost Improvement Board in place
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Potential impact on other Service areas			
Proposal identified may impact on other service areas either directly or indirectly			
Service Area informed:		Contact Officer liaised with:	
Mitigation			
All service areas will be involved in the identification of proposals, and through representation on the Board will collectively identify potential impact on other service areas as the proposals are formed. All impacts will therefore be considered as the proposals are developed.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Impact Assessments will be carried out alongside individual business cases for each Income opportunity identified and developed.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Maybe but not yet known	No	
Date required	Date required	Date required
Not yet known		

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Communications and Graphics	Head of Service		Strategic Director	Jeremy Patterson	Portfolio Holder	Wynne Jones
Saving Proposal				£100k from the Communications Team fad £50k from the Graphic Design Team			
Outline Summary / Description of Proposal							
<p>The MTFP sets out savings requirements for the Communications and Graphics Teams of £100K and £50K respectively. Both teams will be remodelled and savings will be achieved through a combination of changing the way we work and focussing on communication via digital channels. The vision for the Communications Team requires a greater emphasis on Digital Communications, Engagement (internal and external, working with data and insight and a campaign based approach. This prioritising of work could allow the service to be restructured.</p>							

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1. Version Control

Version	Author	Job Title	Date

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£150K combination of Communications Team and Graphics Team restructures	£	£	£150K

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Restructures completed with effect from February 2017	Original Target date 1 April 2017	The restructures have been fully consulted on and completed with effect from February 2017.	
Portfolio Holder decision required			
Yes / No	Yes	Date required	September 2016
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Reduced capacity to communicate with citizens, staff, members and other stakeholders impacting organisational reputation	Medium	Medium	Change ways of working to focus on organisational priorities and maximise use of digital channels.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Potential impact on other Service areas			
With reduced capacity the team will focus on top priority campaigns. Some “service level communications” will need to be delivered directly by services.			
Service Area informed:	To be informed via Heads of Service	Contact Officer liaised with:	
Mitigation			
The team have produced a training module and will support services gain experience and confidence in communications planning and delivery. This approach is common among other LA’s and PCC will use the same tools, known as the ROSIE, used by Westminster and other LAs.			

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5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council Savings Delivery Plan

Reduced capacity will impact the current way the team works. However, through restructuring, changing the way we work and a focus on using digital channels, as well as services delivering lower level communications directly themselves, the effect of the change should be mitigated. The change also offers an opportunity to modernise the service fulfilling the long-term view of the WoFG Act. The team works closely with the WL language team and equalities and requirements of WL speakers etc are considered throughout the communications and graphics planning and delivery processes.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Yes	N/A
Date required	Date required	Date required
No	November 2016 –January 2017	No

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Corporate	Head of Service	Jane Thomas	Strategic Director	David Powell	Portfolio Holder	Wynne Jones
Saving Proposal				Budget Reductions across Central Areas including Capital Financing Budgets			
Outline Summary / Description of Proposal							
<p>Budget Reductions across Corporate Budget headings – to identify savings across Corporate budget headings.</p> <p>All Corporate budgets will also be reviewed to identify opportunities for efficiencies, this will include the exploration of changes in policy and accounting treatment in more technical budget headings and any opportunity and viability for capitalisation.</p> <p>Insurance policies were re-tendered in October 2016 and we have seen a substantial reduction in the level of premiums paid. The £103k saving is being met from this reduction.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Jane Thomas	Acting Head of Financial Services	13 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£103k	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
The same level of cover has been provided at a lower premium cost, following a re-tendering exercise. A cost benefit analysis was undertaken to identify the appropriate excess levels.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Corporate	Head of Service	Jane Thomas	Strategic Director	David Powell	Portfolio Holder	Wynne Jones
Saving Proposal				Saving in Management of change Budget			
Outline Summary / Description of Proposal							
<p>Management of Change Budget was established a few years ago to provide funding to deliver the transformational projects across the organisation. This funding has also been used to fund severance costs as staff leave the Authority. In 2015/16 we were able to benefit from a capitalisation directive approved by Welsh Government to capitalise severance costs arising from transformational activity. We have this opportunity again in 2016/17 and this will continue in 2017/18. The capitalisation reduces the need for a revenue budget stream to fund these costs therefore the management of change budget can be reduced to reflect this. Capitalisation is reliant on Capital receipts being received in the relevant year to fund the costs, receipts are expected for the financial year concerned.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Jane Thomas	Acting Head of Financial Services	13 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£120k	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Budget reduced due to reduced costs	April 2017		
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No	Yes	Date required	7 th February 2017
Council decision required			
Yes / No	Yes	Date required	23 rd February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Capital Receipts not sufficient	Low	Medium	Other sources of funding such as reserves could be used.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Housing	Head of Service	Simon Inkson	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Rosemarie Harris
Saving Proposal				Reduction of £30,000 from the budget used to support the Private Sector Housing Team			
Outline Summary / Description of Proposal							
<p>The proposal was initially to reduce the establishment by 1 FTE. This would reduce the Housing General Fund budget by £30,000.</p> <p>However, by increasing the allocation of capital to fund loan schemes for property owners, the income of the Team can be increased, negating the need for the loss of a member of the Team. It is proposed to make use of Homefinder capital receipts to provide additional loan finance, enabling the service to recover an additional £30,000 of fee income each year.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Simon Inkson	Head of Housing	24.01.17

Cyngor Sir Powys County Council

Savings Delivery Plan

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2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£30,000		£30,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Agreement to allocate £250,000 Homefinder capital receipts to und landlord loan scheme.	01.09.17		
Portfolio Holder decision required			
Yes / No	Yes	Date required	01.09.17
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
None	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			x
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
<p>None required.</p> <p>Impact on public is positive in that more funding available for landlord loans, which will see a small increase in the supply of accommodation.</p>

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	No	
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Professional Services	Head of Service	Jane Thomas, David Powell	Strategic Director	David Powell	Portfolio Holder	Wynne Jones
Saving Proposal				New Model and review of all Corporate Budget Headings			
Outline Summary / Description of Proposal							
<p>The savings are based on a new approach to providing corporate services to the organisation during a time of transformation. The emphasis is on providing advice and decision making support whilst automating transactional activity wherever possible. The reduction in the number of systems and the replacement of multiple systems with a single system if appropriate will be a key requirement if this is to be delivered. Greater self-service by the customer will help achieve the savings and a new financial system will be delivered over the lifetime of the MTFS. The new model is being delivered within the budget policy set by Cabinet, requiring a 20% reduction in costs whilst delivering services that keep the authority safe and appropriately supported. Emphasis is on the customer and the external market with Services taking more responsibility for the core activities. The approach also sees a more commercial approach with services being provided to other organisations or if appropriate delivered by other providers if there is a case for doing so.</p> <p>All Corporate budgets will also be reviewed to identify opportunities for efficiencies, this will include the exploration of changes in policy and accounting treatment in more technical budget headings and any opportunity and viability for capitalisation.</p> <p>Savings for 2017/18 have already been identified through staffing changes already made at Head of Professional Services and other posts.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Jane Thomas	Acting Head of Financial Services	13 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£215,430	£299,670	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Review of budgets to identify opportunities for reductions	March 2017	Deliver savings	March 2017
Review of all Corporate Budget Headings and Identification of options	March 2018	Deliver savings	January to March 2018
Portfolio Holder decision required			
Yes / No	No for 2017/18, maybe required for 2018/19	Date required	
Cabinet decision required			
Yes / No	No for 2017/18, maybe required for 2018/19	Date required	
Council decision required			
Yes / No	No for 2017/18, maybe required for 2018/19	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
None for 2017/18	Choose an item.	Choose an item.	
For 2018/19 - Delivery of support services required by the organisation	Medium	Medium	Full consultation with all stake holders to ensure that the service offer remains appropriate to the needs of the organisation.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Potential impact on other Service areas			
Potential change in the service offered for 2018/19 onwards. Any potential change to service offer will be fully discussed with the service areas affected.			
Service Area informed:		Contact Officer liaised with:	
Mitigation			
Full consultation with all stake holders to ensure that the service offer remains appropriate to the needs of the organisation.			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council Savings Delivery Plan

The changes that the Resources Directorate will undergo also have a wider impact on the operation of the Council and the delivery of services. The changes are not without risk but are being planned and will be delivered through a project management based approach. The overall judgement is that impact has been minimised as far as possible.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Maybe but not yet known	
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Housing	Head of Service	Simon Inkson	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rosemarie Harris
Saving Proposal				Reduction of £50,000 from the budget used to support the Supporting People Team			
Outline Summary / Description of Proposal							
<p>The proposal was initially to reduce the establishment by 1 FTE. This would reduce the Housing General Fund budget by £50,000.</p> <p>The Supporting People function is closely linked to the Prevention & Early Intervention Project being led by the Head of Transformation for Adult Services, and there is an agreement in place for the Supporting People Team to transfer to Adult Social Care along with the budget. It would then be the responsibility of Adult Social Care to identify how it would achieve the savings target.</p>							

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1. Version Control

Version	Author	Job Title	Date
1	Simon Inkson	Head of Housing	24.01.17

Cyngor Sir Powys County Council

Savings Delivery Plan

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2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£50,000		£50,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Agreement to transfer Supporting People Team into Adult Services	01.06.17		
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			x
Potential impact on other Service areas			
Adult Services			
Service Area informed:	Yes	Contact Officer liaised with:	Dylan Owen
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
None required – no impact on public

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Yes	
Date required	Date required	Date required
	01.06.17	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	ICT	Head of Service	Andrew Durant	Strategic Director	David Powell	Portfolio Holder	Clr Tony Thomas
Saving Proposal				System rationalisation			
Outline Summary / Description of Proposal							
<p>ICT are introducing a corporate hub of agile ready integrated systems and rationalising legacy systems. It is proposed that £200k of savings will be made from the rationalisation during 2017/18. These savings will be from reduction in support, and 3rd party contracts as a result of the rationalisation.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	Andrew Durant	Head of ICT and Programmes	14/2/2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£ 200k	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Identify systems that are due to expire	April 2017	System list defined	
undertake business analysis to support removal of legacy system	On-going for each system Apr 2017 onwards	Readiness for removal of legacy system	
Removal of system	On-going for each system from Apr 2017		
De-commission residual system including releasing support	On-going for each system from Apr 2017		
Portfolio Holder decision required			
Yes / No		Date required	
Cabinet decision required			
Yes / No		Date required	
Council decision required			
Yes / No		Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

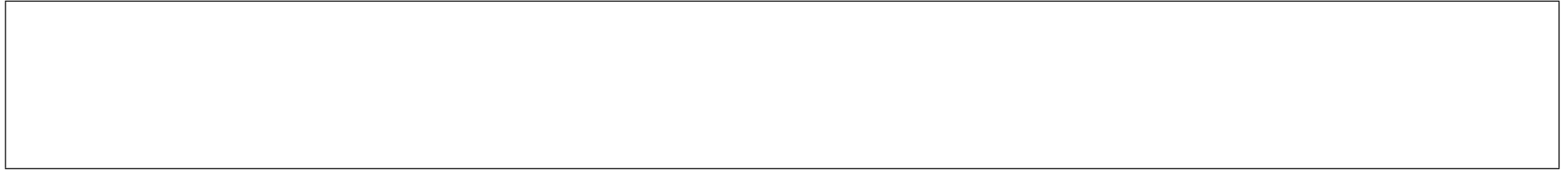
4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Lack of Business support in removal of legacy systems	High	High	Service involvement in business analysis stages and solutions
Supplier resistance to de-support	Medium	High	Early notice of de-support. Improved management of suppliers
Cost of change	Medium	High	Solutions to be based on existing systems and corporate hub
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Potential impact on other Service areas			
The impact will be unique to each service and any integration. This will be managed through the business analyst stages of the work.			
Service Area informed:	all	Contact Officer liaised with:	TBC
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

***Cyngor Sir Powys County Council
Savings Delivery Plan***



Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
No	Yes	No
Date required	Date required	Date required
n/a	Following candidate list of systems	n/a

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Service	Description of Support Required	Lead	2017/18				2018/19				2019/20				Agreed	Budget Secured
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Service																
BI	Requirements & Project Team Resources.		.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25		
BSS	Requirements & Project Team Resources.		.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25		
Commercial	Advice & Guidance, Requirements & Project Team Resources.		1	1	1	1	1	1	1	1	1	1	1	1		
Comms	Requirements & Project Team Resources.		1	1	1	1	1	1	1	1	1	1	1	1		
Finance	Requirements & Project Team Resources.		1	1	1	1	1	1	1	1	1	1	1	1		
HR	Requirements & Project Team Resources.		1	1	1	1	1	1	1	1	1	1	1	1		
ICT	Project Management, Architect and Technical Resources.		12	12	12	12	12	12	12	12	12	12	12	12		

Cyngor Sir Powys County Council

Savings Delivery Plan

Legal	Requirements, Advice and Guidance		.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25		
Property	Requirements & Project Team Resources.		.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25	.25		
Scrutiny																
TMO																
Other																

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal							
Outline Summary / Description of Proposal							
<p>Under the current admissions policy children can start in a Primary School at the start of the term in which he/she has her fourth birthday, prior to this they can access two terms of authority funded pre-school 3 year old education provision.</p> <p>The statutory age of admission is at the start of the term following a child's fifth birthday, with many authority's admitting children at the start of the school year (September) following his/her fourth birthday.</p> <p>The proposal is to change the age of admission to schools in Powys, to be in line with the majority of our neighbouring authorities in both Wales and England, to the start of the school year following a child's fourth birthday. This proposal will change the start of school by between one and two terms and it is proposed that this loss of provision will be replaced by the increase and extension of the pre-school provision from 10 hours per week up to 12.5 hours per week and for up to five terms following the child's third birthday. It is proposed that the change is implemented from the start of the school year in September 2017.</p> <p>Officers from the Schools Service and CYPP have undertaken a series of consultation meeting on the proposal. In Addition an on line consultation exercise was undertaken with over 700 responses being received.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£873,000	£623,000	£0	£1,496,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Consult and change age of admission into primary Schools	March 2016	Increase age a child commences school on a full time basis	Completed
Tender new pre school provision	December	New network of pre school settings commissioned	Complete
Evaluate and award contracts	January – March 2017	New network of pre school settings commissioned	Timeline in place
Consult and amend fair funding formula	Nov – March 2017	Revised funding formula and schools allocation in place	Approved Cabinet 7 th February 2017
Reduce staff in Schools	Jan – Sept 17	Reduce staffing levels in Primary schools in line with reductions in budget	VSS scheme in place and compulsory redundancy process commenced
Commission new pre school provides	September 2017	Increased network of commissioned pre school education providers	Contracts to be awarded in March 2017
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	Yes	Date required	Approved April 2016
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Children / Pupils commence full time statutory schooling at the start of the reception year at a potentially lower attainment / development level than currently.	Low	Low	To ensure that the revised pre school setting are fully supported by the required 10% teaching input and the quality of provision is monitored on a termly basis and agreed actions are implemented
Failure to identify and provide early intervention for children with ALN.	Low	Low	The authority has an agreed identification and support programme
Insufficient relevantly qualified and experienced early year's practitioners.	Low	Low	Training support and budget has been identified as part of the programme
Insufficient Welsh Medium early years provision to meet demand through lack of staff with relevant language skills.	Medium	Medium	The tender documentation has identified the number of pre school Welsh Medium places required in line with the WESP. An evaluation will be undertaken as part of the tender process to ensure the authority has the required sufficiency of WM places
Schools are unable to meet the statutory Infant Class Size regulations due to reduced funding	Medium	Medium	Targeted class size funding is retained centrally to provide support to schools on a business case basis.
The reduction in the level of provision available to 4 year olds will impact on the parent's ability to be economically viable.	Medium	Medium	The authority will work closely with WG to ensure the roll out of the enhanced 30 hour education / care provision in line with the proposed implementation timeframe. There will be a period of 2 – 3 years from September 2017 where parents will have additional care costs for a period of upto 3 terms
Children in remote areas are not able to access provision through lack of available transport to closest setting.	Medium	Medium	The tender process is aiming to provide an available setting within a
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		medium	
Potential impact on other Service areas			

Cyngor Sir Powys County Council

Savings Delivery Plan

The project has an established project group of multiagency officers which include finance, Property, HR

Service Area informed:

See above

Contact Officer liaised with:

Project group members

Mitigation

Project group meetings and agreed actions

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

The change of the age of admission into schools and the recommissioning of an extended pre-school education provision will have an impact on the delivery of education and care to the young children of Powys, together with the costs of childcare for working families. The authority has applied robust project management procedures to the programme to reduce the overall risk to the programme.

The complexity of reducing the school staffing levels, the registration requirements with CSSIW and the recommissioning of the service will have a high degree of risk until the new service is due to commence in September 2017.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Undertaken Spring 16	Ongoing with individual school	
Date required	Date required	Date required
Complete	Throughout 2017	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Review of Fair Funding Formula and Reduction in School Roll			
Outline Summary / Description of Proposal							
<p>The schools delegated budgets for each of the next 3 years have been provided cash protection, but they may need to meet the impact of all or part of the pay and price increases, pupil number fluctuations, Post 16 Grant changes, changes to charges for Service Level agreements and the impact of the £150,000 identified efficiency against schools budget.</p> <p>The impact of the pay and price pressures, the reduction in pupil numbers, the reduction in Post 16 Grants, together with the impact of the protection of schools delegated budgets will be actioned through the fair funding formula with the overall real terms efficiency required from the schools delegated budgets of an estimated £750k in the 2017-18 year.</p> <p>The majority of the required efficiency will be achieved through reducing staff numbers and increasing teaching group sizes, with some classes potentially exceeding statutory class sizes.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£150,000	£0	£0	£150,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Review formula	November 16	Proposals Made	Cabinet Approval
Consult on proposals	Nov 16 to Jan 17	Develop Cabinet paper	Cabinet Paper
Cabinet approval of changes	Feb 17	Approval Given 7 th Feb	Cabinet Approval
Implement approved changes	April 17	Changes integrated into schools budgets	Cabinet Approval
Portfolio Holder decision required			
Yes / No	Y	Date required	Nov 16
Cabinet decision required			
Yes / No	Y	Date required	Feb 17
Council decision required			
Yes / No	N	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
The failure of a school to meet statutory Infant Class sizes	Low	Medium	Retained funding available by bid against set criteria to ensure all classes can be maintained at 30 or fewer
Risk of lowering of learner outcomes	Medium	Medium	Ro ensure the formula provides an equitable distribution of available monies
Risk of failure to meet learner needs in respect to SEN / ALN	Low	Low	To ensure funding is appropriately targeted to schools with high level of identified SEN / ALN need while providing targeted funding to learners with a high level of need
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	High	To provide advice and support through the challenge and ALN teams to schools to reduce risk of exclusions and parental request for expensive out of county places
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	
Potential impact on other Service areas			
Increased level of schools following redundancy procedures will impact on HR and Finance services			
Service Area informed:	Yes	Contact Officer liaised with:	Marie James, Mark McIntyre
Mitigation			
The development of a VSS Scheme will reduce the schools individual call on the support from HR and Finance			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

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

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Y	Y	N
Date required	Date required	Date required
Nov / Dec 16	Nov /Dec 16 and ongoing	N/A

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	6.10	4.00										
Comms Plans												
Finance	0.02	0.02										
Legal	0.05	0.10										

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Removal of Funding for Breakfast Clubs			
Outline Summary / Description of Proposal							
<p>The authority has reduced the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupil. The process followed was three fold as follows:</p> <ul style="list-style-type: none"> i. The reduction in the base staffing levels from 3 to 2 with effect 1st 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 1st September 2016. iii. The removal of funding for those settings providing breakfasts to less than 15 learners per day with effect from 1st September 2016. <p>The budget reduction has been achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£31,000	£0	£	£31,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Consult and implement changes in fair funding formula	Spring 2016	Consultation undertaken and implemented	Cabinet Approval spring 2016
Portfolio Holder decision required			
Yes / No	N	Date required	
Cabinet decision required			
Yes / No	Y	Date required	Spring 2016
Council decision required			
Yes / No	n	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
<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 - mpact on attainment levels of children 	Medium	Low	Support provided to school to agree an individual implementation plan during 2016-17
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

Cyngor Sir Powys County Council

Savings Delivery Plan

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

The implementation of the change in funding for breakfast clubs required each school with a provision to undertake consultation with parents and children on the introduction of charges or 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.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Yes	Yes	
Date required	Date required	Date required
Spring 16	2016 and ongoing in individual schools	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Place Directorate	Head of Service	n/a	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Wynne Jones Cllr Stephen Hayes Cllr Tony Thomas Cllr John Powell
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Saving Proposal

Grants Review

Outline Summary / Description of Proposal

Management Team previously requested that a strategic review be undertaken to identify where the Council is spending money via grant payments, to achieve greater value for money by ensuring that spend, and the way in which the Council contracts delivery of its services, is undertaken in line with the Commissioning Council approach. Alongside this, a savings target of £60k was assigned to the task. To achieve the saving, an overall reduction will be applied to each service area on a pro-rata basis, to be taken from each services' grant budget.

Services will need to complete a Savings Delivery Plan for each of the apportioned savings.

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1. Version Control

Version	Author	Job Title	Date
1	Caroline Evans	Business Continuity & Risk Management Officer	4 th January 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£60,000	£0	£0	£60,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Finance Business Partners to agree savings with Heads of Service	31 st March 2017		
Savings Delivery Plan to be completed for each apportioned saving	31 st March 2017		
Portfolio Holder decision required			
Yes / No	No	Date required	
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Services fail to identify savings opportunities	Medium	Low	Finance Business Partners to assist identification of savings
	Choose an item.	Choose an item.	Heads of Service to confirm savings proposals with Portfolio Holders
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Potential impact on other Service areas			
This proposal will impact upon all service areas across the Council.			
Service Area informed:	Paul Griffiths email to all HoS	Contact Officer liaised with:	All HoS
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
Cabinet agreed the way forward for the saving which is to be apportioned across all service areas on a pro-rata basis. This is estimated to amount to around 2.4% to be removed from each services' grants budget. The impact of each saving identified will need to be assessed by each individual service.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
This will be specific to each apportioned saving and will need to be identified by the affected service areas	This will be specific to each apportioned saving and will need to be identified by the affected service areas	This will be specific to each apportioned saving and will need to be identified by the affected service areas
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
This will be specific to each apportioned saving and will need to be identified by the affected service areas												

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Schools Service - Central			
Outline Summary / Description of Proposal							
<p>The review and restructuring of the central Schools Service for the 2017-18 and 2018-19 financial years, the proposal will be met by a review of the non staffing costs incurred across the central service budgets and the reduction of budget requirements where appropriate. Some of the required savings over the two years may be achieved through a re-evaluation of person specifications and Job Descriptions as individual members of the central team retire or move to new post in or external to the authority. As the level of required efficiency is low this is not expected to impact negatively on the delivery of the service to Schools and the Powys Community.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£25,000	£50,000	£0	£75,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
The school service management team will review any vacancy that occurs and consider the roles and responsibilities required and review the JD and PS before filling the post.	Jan 17 and ongoing	Reduced staffing budget requirements	Ongoing
Review of all non staffing central budgets	Jan 17 and ongoing	Reduced budget requirements	Ongoing
Portfolio Holder decision required			
Yes / No	N	Date required	
Cabinet decision required			
Yes / No	N	Date required	
Council decision required			
Yes / No	n	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Loss of Knowledge, Experience and Capacity	Medium	Medium	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
Failure to meet statutory duties	Medium	Medium	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
Reduction of support to schools	Medium	Medium	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
Impact on Learner Outcomes	Low	Medium	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
Failure to maximise grant and other funding opportunities	Low	Low	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
Financial risk of requiring consultants to cover knowledge gap in interim period.	Low	Low	To ensure that the SSMT has an upto date understanding of the skills matrix in the central services team, ensuring statutory and minimum support level to schools are maintained
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			

Cyngor Sir Powys County Council

Savings Delivery Plan

None

Service Area informed:

Contact Officer liaised with:

Mitigation

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

It is expected that through sound management and the low level of efficiency included that the impact across all areas will be negligible

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N	N	Y
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Comms												
Finance												
Legal	0.05	0.10										

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Small Schools Closure			
Outline Summary / Description of Proposal							
<p>The proposal is to reduce the schools delegated budget to reflect the net reduction in budget requirement following the formal closure of Schools, Streams and units in the previous financial year</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£120,000	£220,000	£0	£360,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
To develop, consult and implement proposals in accordance to the School Organisation Code	Commenced Autumn 2015 and ongoing	The closure of a school, stream or other element of education provision	Cabinet reports as required
Portfolio Holder decision required			
Yes / No	N	Date required	
Cabinet decision required			
Yes / No	Y	Date required	Spring 16 and ongoing
Council decision required			
Yes / No	Y	Date required	Spring 16 and ongoing

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
The main risk to transformation proposals is that of legal challenge to the authority on the proposals made. As the efficiency target is planned to be achieved in the first full school year following implementation of the proposals, the decision to implement the proposal has been made prior to the commencement of the relevant financial year	High	High	To ensure that the School Organisation code is followed and checked by relevant senior officers at all stages in the process
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
	High		
Potential impact on other Service areas			
Each proposal is supported through a team of multi service staff and is supported by relevant project teams and programme board. These include HR, Property, Finance, HR, Legal, Schools Service etc			
Service Area informed:	Yes	Contact Officer liaised with:	Project Groups
Mitigation			
Discussion and agreed actions through project teams and programme board			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

Each school transformation proposal is subject to a strict school organisation process with a statutory process that is required to be followed. The identified efficiencies are planned to be implemented and achieved in the financial / school year following the enactment of the proposals

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Yes	Yes	
Date required	Date required	Date required
Spring 16 and ongoing	Spring 16 and ongoing	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	0.15	0.20	0.20	0.20	0.20	0.20						
CIC	2											
Comms												
Finance	0.02	0.02	0.02	0.01	0.01	0.01	0.01	0.01				
Legal		0.02	0.02	0.05	0.10	0.10						

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Supply Teachers T & C			
Outline Summary / Description of Proposal							
<p>A projected saving of £200,000 over two years has been estimated to be achieved following a review of the payment processes to casual and supply staff employed in schools. This will be achieved through the transfer of all supply staff payments to a supply agency or transferring the current staff to the individual school establishment with the determination of the pay point paid and the responsibility for the performance management of staff resting with the school. Staff are currently paid in accordance to their qualification and career experience but with no formal performance management procedures in place.</p> <p>The efficiency has and will be made through the reduction of monies delegated to schools through the fair funding formula</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£50,000	£0	£0	£50,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Undertake Consultation with Supply staff	October 2016	Consultation undertaken with staff and unions during the late summer and early autumn term.	Portfolio Holder report planned to be prepared for March 2017
Prepare Portfolio holder report for approval	March 2017	Agreed procedures for the payment and assessment of supply teachers payments	Portfolio Holder report to be approved.
Meet with New Directions, appointed supply agency on the NPS framework.	February 2017	To agree the schedule of fees and payments to staff that are applied by New Directions.	To be included in Paper for Portfolio Holder Approval
Implement new payment arrangements	April 2017	New pay procedures are implemented at the start of the summer term.	Agree new pay arrangements
Portfolio Holder decision required			
Yes / No	Y	Date required	March 2017
Cabinet decision required			
Yes / No	N	Date required	
Council decision required			
Yes / No	N	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Staff refusing to work under new terms and conditions and pupils not having a teacher to teach the class.	Medium	Low	The expected proposed actions will allow the schools the flexibility to appoint staff on a daily rate which will reflect any areas of shortage of expertise or specialisms.
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
The change to terms and conditions of service for supply teachers will have an impact on the workload of the HR and Establishment Services areas of the council.			
Service Area informed:	Yes	Contact Officer liaised with:	Nadia Bridger
Mitigation			
The proposed actions will allow a school some flexibility in the payment level to the staff in a similar manner to that used for other employee groups within the school.			


5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council

Savings Delivery Plan

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.



Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N	Y	N
Date required	Date required	Date required
	Summer 2016 / Spring 2017	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Supply Insurance pool			
Outline Summary / Description of Proposal							
<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>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£20,000	£40,000	£0	£60,000

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
To establish and offer a supply insurance pool arrangement to Schools	March 17	In house insurance pooling arrangements available to schools at a lower cost than provided by external companies	To be confirmed
Portfolio Holder decision required			
Yes / No	Y	Date required	March 17
Cabinet decision required			
Yes / No	N	Date required	
Council decision required			
Yes / No	N	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Schools not wishing to join the scheme	Low	Low	To provide schools with quality supporting paperwork
Scheme not financially viable	Low	Medium	To link with Pembrokeshire who are currently offering a viable scheme to schools
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
None			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
The implementation of a mutual supply fund would provide additional financial planning and security to schools

***Cyngor Sir Powys County Council
Savings Delivery Plan***

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Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N	N	Y
Date required	Date required	Date required
		N/A

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ICT	1	1										
Commercial Plan												
Comms												
Finance												
Legal	0.10	0.10										

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	Schools	Head of Service	I Roberts	Strategic Director	J Patterson	Portfolio Holder	A Jones
Saving Proposal				Cashless System introduction			
Outline Summary / Description of Proposal							
<p>The authority is currently in the process of rolling out the cashless system into schools. The introduction of the system will result in efficiencies in the cash handling processes in all schools with an expected reduction in staff in schools, as well as an expected increase in the uptake of both paid and free school meals.</p>							

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1. Version Control

Version	Author	Job Title	Date
V1	G Jones	Senior Manager – Central Services	14 th February 2017

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£0	£150,000	£0	£0

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Implementation of system into individual schools as agreed by project team	March 16 to March 18	Cashless system introduced in to each school	Project plan agreed, with implementation plan
Portfolio Holder decision required			
Yes / No	N	Date required	
Cabinet decision required			
Yes / No	N	Date required	
Council decision required			
Yes / No	n	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
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	To ensure that time and accurate Management Information is received on the impact of the rollout of the system in all schools
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low
Potential impact on other Service areas			
Catering Service			
Service Area informed:	Yes	Contact Officer liaised with:	Cheryl leighton
Mitigation			
Project Plan in Place			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment

Cyngor Sir Powys County Council Savings Delivery Plan

The rollout of the cashless system in all schools will support the service in maximising the uptake of FSM and therefore support the low income families.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
N	Y	
Date required	Date required	Date required
	March 16 and ongoing	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR	0.20	0.20	0.20									
Comms												
Finance	0.20	0.20	0.20	0.20								
Cashless												

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Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Tony Thomas
Saving Proposal				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.			
Outline Summary / Description of Proposal							
<p>In 2018/19 the Brecon Cultural Hub will open and this will allow for the closure of the Brecon TIC saving £70K. The Brecon Cultural Hub will provide basic information of use to tourists but not a full TIC service per se.</p> <p>The council also grant aids a range of community based TICs by way of direct grant provision. This grant aid will cease from 1st April 2018.</p>							

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1. Version Control

Version	Author	Job Title	Date
1			

Cyngor Sir Powys County Council

Savings Delivery Plan

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2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£	£100,00	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Write to voluntary TICs	January 2018	Confirm loss of grant	
Formal staff redundancy	January 2018	Start redundancy process	
Clear building of TIC info	April 2018	Transfer to cultural Hub	
Re-let building commercially	June 2018	Get rental income	
Portfolio Holder decision required			
Yes / No	Yes	Date required	B4 staff are made redundant
Cabinet decision required			
Yes / No	No	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
Not able to let property commercially	Low	Medium	Advertise opportunity extensively
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
N/A 2018-2019

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
As part of budget setting	Yes as part of redundancy procedure	
Date required	Date required	Date required
Already done	When proposed to enact	

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

Support Requirements	2017-18				2018-19				2019-20			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Hr	x	x	x									
ICT		x										
Property	x	x	x									

Cyngor Sir Powys County Council

Savings Delivery Plan

Service Area	RP&C	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Tony Thomas
Saving Proposal				Withdraw from Village Halls: withdraw grant from village halls through a damping scheme			
Outline Summary / Description of Proposal							
This is stopping the provision of grant aid to village halls							

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1. Version Control

Version	Author	Job Title	Date
1			

Cyngor Sir Powys County Council

Savings Delivery Plan

2. Profile of Delivery of Savings

2017-18	2018-19	2019-20	TOTAL
£67,500	£	£	£

3. Timetable for Actions to Deliver Savings

Action	Target Date	Outcome	Decisions made
Finance to adjust budget lines	1/4/17	Savings made	
Portfolio Holder decision required			
Yes / No	no	Date required	
Cabinet decision required			
Yes / No	no	Date required	
Council decision required			
Yes / No	No	Date required	

Cyngor Sir Powys County Council

Savings Delivery Plan

4. Key risks and interdependencies to implementation of Savings Proposal

Key risks	Probability	Impact	Mitigation
There may well be complaints from village halls	Medium	Low	They have been aware of this for the past year
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
Overall Risk Rating			
Very High Risk	High Risk	Medium Risk	Low Risk
			x
Potential impact on other Service areas			
Service Area informed:		Contact Officer liaised with:	
Mitigation			

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5. Equalities Impact / Wellbeing of Future Generations / Welsh Language / etc.

Section 7 – Outline Summary from Impact Assessment
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. This IA refers to the removal of the existing 50% grant that will be removed 31 st March 2017.

Cyngor Sir Powys County Council

Savings Delivery Plan

6. Consultation Requirements

Public Consultation Required	Staff Consultation Required	No Consultation Required
Date required	Date required	Date required

7. Resource Requirements (FTE) – Link to Resource Delivery Plan

	2017-18				2018-19				2019-20			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

Impact Assessments for 2017/18 Budget Savings Proposals

There are 61 savings lines within the 2017/18 budget. IAs have been received for each of the savings. The IAs have been categorised by level of imposed risk to the Council. A breakdown of the number of IAs falling into each category of risk is provided below: -

<u>Risk Category</u>	<u>Number of Impact Assessments</u>
High Risk	3
High Risk reducing to Medium Risk after Mitigation	9
Medium Risk	12 (13 IAs including parts a & b)
Medium Risk reducing to Low Risk after Mitigation	16
Low Risk	21 (24 IAs including parts a, b & c)
<u>TOTAL</u>	<u>61</u>

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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



High Risk Impact Assessments

1718-16 Commissioning of services

1718-24 Youth Service

1718-41 Right sizing of Packages

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Impact Assessment (IA)

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt Cllr John Powell Cllr Graham Brown
Policy / Change Objective / Budget Saving		1718-16 HTR Commissioning Project – Commissioning of services					
Outline Summary							
<p>The HTR Commissioning project is identified within the service MTFs and has an initial savings target of £150k in 17/18 and a further £1,576,850, the majority of the savings target, in 18/19. It is expected that the Project Team will appoint a Commercial Consultant to work to achieve the initial savings target of £150k through modifying the service area into a modified in house arrangement. It is hoped that these changes will realise the savings target given for 2017/2018.</p> <p>The HTR Commissioning Project will also be adopting and closely following the Authorities Commissioning Model and the four stages; Analyse, Plan, Do, Review. We will be building into the project key stages to review activities and outcomes and to apply a scrutiny approach as required. Although one of the main drivers for the project is the need to reduce the operating costs for the service, there is equally a need to develop effective partnerships and consider collaborative working opportunities. Equally there is the need to remodel and create a more innovative service that is focused on improving customer satisfaction.</p> <p>The Strategic Outline Case was approved by Cabinet in March 2016 with the Outline Business Case (OBC) being approved on the 1st November 2016. Based on the analysis from the OBC, the preferred option is the Wholly Owned Company (WOC) as it is the quicker option to implement and can meet the timescale set for efficiency savings; the set up costs are less; it would help to retain staff as it provides some stability of employment, and it provides opportunities to incentivise and motivate staff.</p> <p>It was recommended that we progress by applying a staged approach initially via the completion of the FBC over the next 12 months. This would involve engaging specialist consultancy support to advise on the setting up of a Wholly Owned Company and the legal and commercial input that will be required to ensure the maximum gain possible from this option. At the same time the consultancy support focusing on the commercial opportunities can also enable the Modified In House arrangement to be implemented to ensure that all current opportunities to improve productivity and increase income are realized as early as possible.</p> <p><u>Modified In-House</u> The Council can trade under its various local government powers. Growth will be dependent upon a number of factors including: market opportunities, competition, competitiveness of the Council, and entrepreneurial acumen of staff.</p> <p><u>Wholly Owned Company with Teckal Exemption</u> The Council has the power to trade through a Company, under section 95 of the Local Government Act 2003 in respect of anything which the Council is authorised to do for any of its functions. The Company can trade up to 20% of the value of the ‘passported’ work, without causing the company to lose the right to do ‘passported’ work (however there is potential to set up another trading company if threshold is likely to be breached). The Company structure allows for the implementation of more dynamic corporate governance arrangements more suited to commercial activities, at arms-length from the Council. All profit would benefit the Council as the company’s only shareholder. The proposed project methodology is based on the Office of Government Commerce ‘Five Case Model’. This model has been used successfully by UK Government departments and the wider public sector for many years and has now been adopted and widely copied around the world. It comprises of the following five key components: - The Strategic Case, The Economic Case, The Commercial Case, The Financial Case and The Management Case. At key stages there are project proposal documents: - The Strategic Outline Case, The Outline Business Case and the Full Business Case.</p>							

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

Version	Author	Job Title	Date
1	Nichola Davies	HGSS Project Officer	25/7/16
2	Nichola Davies	HGSS Project Officer	24/8/16
3	Nichola Davies	HGSS Project Officer	16/11/16
4	Nichola Davies	HGSS Project Officer	04/01/17

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The HTR service is looking at ways to deliver its current services whilst achieving the savings outlined in the MTFS.	Good	The service is in the process of completing a FBC to enable them to progress into setting up a Wholly Owned Company	Good	<ul style="list-style-type: none"> Strategic Business Case. 5 Case Model Approach. Risk and Incident Registers. Project Initiation Document. High Level Financial Review. Consultation Process. Outline Business Case Document Full Business Case Document
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The current work force will be transferred under TUPE to the new delivery model. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	The contract can stipulate the need to support local business, to continue to enable apprenticeships and any other items that have a link to supporting the economy of Powys.	Good	As above
Learning	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills.	Good	As above

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills. The current work force will be transferred under TUPE to the new delivery model.	Good	<ul style="list-style-type: none"> • Number of apprentices in workforce. • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Soft Market Testing. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The current work force will be transferred under TUPE to the new delivery model if applicable. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Proper analysis of the 5 alternative delivery models will be carried out to ensure the most relevant ADM is adopted for each of the service areas.	Good	As above

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A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	If a joint venture or outsource contract was set up, the new partner may be a non-Welsh speaking company, this may have an impact on the opportunity for its workers to use the Welsh language during working hours	Unknown	Ensure workforce are able to continue to converse in Welsh when desired. Due to Welsh Legislation, the Welsh language must be used where applicable.	Good	<ul style="list-style-type: none"> • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Unknown		Good	As above
<i>Opportunities to promote the Welsh language</i>	As above	Unknown		Good	As above
<i>Welsh Language impact on staff</i>	As above	Unknown		Good	As above
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Unknown		Unknown	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	

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Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	If the HT&R service fails to meet its savings target there will be an impact on future delivery of services. This will include reduced or loss of services. The failure to meet the savings could also mean redundancies are made or the company and its workforce are brought back in house.	Unknown	Proper analysis of the WOC model will be carried out.	Good	<ul style="list-style-type: none"> Strategic Business Case. 5 Case Model Approach. Risk and Incident Registers. Project Initiation Document. High Level Financial Review. Consultation Process. Outline Business Case Document. Full Business Case Document
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	The service is exploring new ways of working, it is hoped the WOC will be able to increase partnerships with external agencies and local businesses	Unknown	Proper analysis of the WOC model will be carried out.	Good	As above
Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. Communication and Engagement	Keep staff and stakeholders informed with progress of the project	Good	<p>Staff engagement workshops are currently being completed.</p> <p>Staff intranet page 7995 kept up to date.</p> <p>Article in staff magazine.</p>	Good	<ul style="list-style-type: none"> Strategic Business Case. 5 Case Model Approach. Risk and Incident Registers. Project Initiation Document. High Level Financial Review. Consultation Process. Outline Business Case Document. Full Business Case Document

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	The council must ensure service provision continues for statutory services.	Good	Proper analysis of the WOC model will be carried out.	Good	As above
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	There may be some impact on other service areas throughout the council, this is something that will need to be taken into account during the completion of the FBC.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills.	Good	As above
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate. There is a possibility the new delivery model will recruit more employees from the local area to provide the services.	Unknown	Apprentice opportunities within the council and though contract arrangements with the development of an alternative delivery model. A new delivery model may also enable greater opportunity to develop new skills. The current work force will be transferred under TUPE to the new delivery model.	Good	<ul style="list-style-type: none"> • Strategic Business Case. • 5 Case Model Approach. • Risk and Incident Registers. • Project Initiation Document. • High Level Financial Review. • Consultation Process. • Outline Business Case Document. • Full Business Case Document
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	The whole of the HT&R workforce will be affected by this project. Core funded support services for the HT&R service will be affected by this project.	Unknown	Staff consultations will be carried out and staff updates will be given frequently throughout the life time of the project.	Good	As above

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

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

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

Description of risks			
Loss or reduction of service delivery			
Savings target not achieved			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk
Proper analysis of the WOC model will be carried out			High
Keep staff and stakeholders informed with progress of the project.			High
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes, it is highly likely there will be a reduction in the requirement of support services currently provided internally within the Council.			

Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Judgements remain unknown at this time until further analysis work is done (Business Case). The main driver for the project is the achievement of the savings target of £150k in 17/18 and a further £1,576,850 in 18/19.	

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

What additional evidence and data has informed the development of your proposal?
Project Initiation Document Project Brief Project Plan Project Highlight Report Minutes of project board meetings Outline Business Case All documents can be found in the below folder: X:\HTandR\Project Management\19. Commissioning of Services

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Impact Assessment (IA)

The integrated approach to support effective decision making



9. On-going monitoring arrangements?

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

10. Sign Off

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

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FORM ENDS

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Service Area	Youth Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown									
Policy / Change Objective / Budget Saving	1718-24 Youth Service															
Outline Summary																
<p>Restructure of Powys Youth Service – Year 2 (as part of a three-year savings plan, the Youth Service is required to make savings of £180k in 2017/18). This will be made up of:</p> <table border="0"> <tr> <td>A. YFC Grant</td> <td>-</td> <td>£30k</td> </tr> <tr> <td>B. Youth Information and Quality Assurance Team restructure</td> <td>-</td> <td>£40k</td> </tr> <tr> <td>C. Savings from Year 1 restructure</td> <td>-</td> <td>£83k - £113k (depends on how many/any vacant posts are filled)</td> </tr> </table> <p>All responses below will apply to A, B and C unless stated. The three year plan is to remodel the Youth Service to create:</p> <ol style="list-style-type: none"> 1. Open access youth services in the high schools and community settings within the five main areas of population and focusing on hard to reach groups. 2. Targeted youth provision, offering one to one support for those young people with barriers to engagement and learning. 3. Commissioned services that can be delivered by others and seek to support universal youth provision delivered through the community and third sector. <p>This will require a review of building ownership and occupation, with emphasis on how services are provided and supported, rather than an approach that centres on specific buildings.</p>								A. YFC Grant	-	£30k	B. Youth Information and Quality Assurance Team restructure	-	£40k	C. Savings from Year 1 restructure	-	£83k - £113k (depends on how many/any vacant posts are filled)
A. YFC Grant	-	£30k														
B. Youth Information and Quality Assurance Team restructure	-	£40k														
C. Savings from Year 1 restructure	-	£83k - £113k (depends on how many/any vacant posts are filled)														

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

Version	Author	Job Title	Date
V1	Helen Quarrell / Sue Cox / Freddy Greaves	Youth Service Management Team	03/01/2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>The service is going to be delivered for less, but the amount of change to the service raises its own issues around short-term economy and long term strategy. The previous delivery model could not be sustained with reduced funding. However, the Youth Service provision contributes greatly to the early intervention and prevention agenda, which seeks to support issues arising before they become critical, reduces criminal behaviour and lower the requirement for more expensive, intense intervention, from e.g. Social Services, Youth Justice, Mental Health Services and the Police.</p> <p>Open-access provision also has a strategic role to play by offering a mechanism to identify potentially vulnerable young people and working with young people who are post-statutory education age in the community. Youth provision supports young people's personal development and teaches them to make informed choices and understand consequences. It supports them to have better Life Chances and to be actively engaged in the community</p> <p>It has been shown that the cost of late intervention falls most heavily on Local Authorities.</p>	Very Poor	<p>Conversations have taken place with YFC around how they continue to deliver services with a reduced grant. Changes to systems and processes across the Youth Service will allow the continued delivery of Quality Assurance.</p> <p>The move towards provision in schools increases the access to support from youth workers for attending pupils. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available in those towns. We will develop a work plan around engaging with the third sector. However, the post-statutory education age group are unlikely to be catered for by voluntary youth club provision.</p>	Poor	<ul style="list-style-type: none"> • National Youth Work Strategy 2014-2018 • Welsh Government Youth Work Charter • Youth engagement and progression framework • EIF - The Cost of Late Intervention
Supporting people in the community	No impact	Neutral		Neutral	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.</p> <p>The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	Poor	<p>We will have discussions with the third sector and the YFC around supporting accreditation of informal / non-formal learning.</p> <p>We will look to further develop the accreditation of the work delivered by the targeted Youth Service in and outside schools.</p> <p>However, there is very limited financial and time resource available to accredit open access work. Furthermore, a long term ill-health situation in the Youth Service Management Team means there a gap in the normal coordination of accreditation.</p>	Poor	<ul style="list-style-type: none"> • Capability mapping exercise delivered by PAVO; • ARAD Research Appraisal of Options

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Learning</p>	<p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people.</p> <p>The focus on school-based work will mean that young people who do not attend school will have fewer opportunities. For example, we delivered the Agored Cymru units such as babysitting, personal development and communication skills development within youth club time.</p>	<p>Poor</p>	<p>The move towards a targeted provision in schools will increase access that some young people have to a youth worker and consequently support learner outcomes for more young people.</p> <p>We will look to develop the relationships with the high schools to maximise the opportunities available and work with them on implementing Curriculum for Life.</p> <p>We will develop the accreditation available through targeted provision, however there will be a reduction in open access accreditation, especially for those of post-statutory education age. Furthermore, a long term ill-health situation in the Youth Service Management Team means there a gap in the normal coordination of accreditation.</p>	<p>Poor</p>	<ul style="list-style-type: none"> • Youth Work in Schools in Wales Summary Report • Principal Youth Officers' Group Discussion Paper • National Youth Agency Commission into the role of youth work in formal education • Youth Work in Wales: Principles & Purposes • Powys Youth Service Curriculum Strategy

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Potential for reduction in accredited opportunities. Less support available for the re-engagement of vulnerable young people. A reduction in early intervention /prevention services will lead to an increased burden on late intervention services such as social services, youth justice, the police and the health board. This additional cost will lead to less public money available for other spending priorities.</p>	<p>Very Poor</p>	<p>Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a vastly reduced level compared to current levels). A reduced level of youth worker support will be retained, mainly in schools. Support will be directed at those identified as most in need of support, however there will continue to be gaps e.g. non-school attenders and those older than school age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> • Structure Chart • Performance Reports
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Fewer opportunities to deliver informal / non-formal learning around the environment, ecology and ecosystems. More travel required to access a reduced level of youth provision.</p>	<p>Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns. We will consider travel when designing school-based provision such as after-school clubs.</p>	<p>Neutral</p>	

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>A reduction in contact time with youth workers. Fewer young people (and their families) in need being identified at an early stage for support, signposting and referral to other services.</p> <p>This reduction in early intervention / prevention work will have a negative financial impact on late intervention services such as Youth Justice, Social Services and the Health Board.</p> <p>Reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing.</p> <p>A reduction in the opportunities for socialising outside school with peers, and learning important social and life skills which contribute to healthy body and minds.</p> <p>Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.</p>	<p>Very Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p> <p>We will discuss health and well-being when developing an appropriate range of informal / non-formal learning opportunities with schools.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns.</p> <p>However, there will be significant gaps in provision, especially for those of post-statutory education age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> • Youth Work Alliance Wales Programme for Government
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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Fewer activities may result in young people 'hanging around', leading to fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, including those where the Youth Service works with partners such as Road Safety, the Police, the Fire Service and the Health Board. Reduced opportunity to challenge inappropriate behaviour, language and views which can lead to social isolation.</p>	<p>Very Poor</p>	<p>The reduction in funding will result in limited capacity and resources to respond to community needs.</p> <p>However partnerships and joint working arrangements may bring added value.</p>	<p>Very Poor</p>	<p>PYOG - Role of Youth Work in preventing offending behaviour</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Reduction in delivery of curriculum activities concerned with citizenship, information and advocacy.</p>	<p>Poor</p>	<p>A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in Powys.</p>	<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Delivery in Machynlleth youth club, which was bilingual, ceased in 2016. There is also reduced youth worker support for the bilingual club in Brecon.</p>	<p>Poor</p>	<p>Existing Welsh Language provision via the Welsh Language Youth Worker and the Urdd will remain. We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p>	<p>Neutral</p>	<p>SLA between PCC and Urdd Gobaith Cymru (Powys)</p>

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<i>Treating the Welsh language no less favourable than the English language</i>	There will be a reduction in overall level of youth service provision but the intention is to continue to engage with young people in the language of their choice	Neutral	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd).	Neutral	
<i>Opportunities to promote the Welsh language</i>	An overall reduction in youth provision, meaning fewer opportunities to promote the Welsh language.	Poor	Explore supporting third party organisations that deliver projects and activities promoting Welsh language and culture (e.g. Urdd). We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	An overall reduction in youth provision, meaning fewer opportunities to participate in sport, art and recreation.	Poor	We will discuss this with schools and the third sector when developing an appropriate range of informal / non-formal learning opportunities.	Poor	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Services for 11 – 25 year olds with focus on 13 – 19. Reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. There will be a reduction in the range of positive activities provided, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other yp, having a safe space outside the family setting and being socially included will be impacted upon.	Poor	A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.	Neutral	
<i>Disability</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	There is limited capacity for work in special schools and this is a clear gap that needs to be addressed.	Poor	

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<i>Gender reassignment</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	Each Youth Hub has had training around LGBT and gender reassignment issues and will be able to offer support to young people when issues arise. We will work to ensure that targeted support is available to recognise young people's needs.	Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	Racism will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. Appropriate training for youth workers will be available. We will work to ensure that targeted support is available to recognise young people's needs.	Neutral	
<i>Religion or belief</i>	Intolerance will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Sex</i>	The 'C' card scheme will be maintained and relationship issues will still remain a focus for the curriculum promoting healthy sexuality. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Sexual Orientation</i>	Intolerance will continue to be challenged through the schools and open access provision. However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.	Poor	As above	Neutral	
<i>Pregnancy and Maternity</i>	Reduced funding will impact on our ability to engage with young people who are not in mainstream school. We are no longer supporting Young Parent's groups.	Poor	As above	Poor	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The service is going to be delivered for less, but the amount of change to the service raises its own issues around short-term economy and long term strategy. There will still be a need for youth provision to support YP in most need and provide a range of informal, non-formal learning and recreational activities. The current structures and delivery models are not sustainable given the level of savings required. The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings. The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	<p>Poor</p>	<p>To explore the potential of carrying out some long term, generational, decadal planning, review census data, etc.</p> <p>The long term goal is to seek out new opportunities and work closely with community groups and third sector to deliver youth-based activities and projects across the county.</p> <p>The role of supporting those most in need of Youth worker support will be strengthened, through staff based in High Schools and targeted provision.</p>	<p>Neutral</p>	

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Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>Following on from the completion of the research work undertaken by Arad and PAVO it is clear that collaboration is required to deliver universal youth services to all young people in Powys. However, there will be a reduced range of activities where the Youth Service directly works with partners such as Road Safety, the Police, the Fire Service and the Health Board.</p>	<p>Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners, and specifically with the YFC.</p>	<p>Neutral</p>	
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.</p>	<p>Neutral</p>	<p>Ensure that all existing and new partners are actively involved in consultation, participation and planning. We will conduct annual surveys with young people and parents to inform any service development and commissioning.</p>	<p>Good</p>	<p>Draft Powys Children and Young People's Participation Strategy 2015-2018</p>

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>Reduced contact time with professional youth workers resulting in fewer young people (and their families) able to access the range of support available. This can include – Access to other Young People, having a safe space outside the family setting, being socially included. Reduction in the range of positive activities which supports YP physical and mental wellbeing (citizenship, sports, arts, health). Signposting and referral to other support services. Without this support, situations will develop which require a higher, more costly level of intervention, such as targeted support or Social Services.</p>	<p>Very Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners.</p> <p>A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p> <p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.</p>	<p>Poor</p>	
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>We will continue to actively participate in meetings involving the range of public and third sector bodies in Powys.</p>	<p>Neutral</p>	<p>We will review the Youth Service approach to integration and joint-working.</p>	<p>Neutral</p>	

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>As in earlier sections, it is predicted that a reduction in the range of support and opportunities for young people may have a negative impact on health, education and well-being outcomes.</p>	<p>Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners. A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys. We will also develop the partnerships and targeted work supporting young people who are NEET (Not in Education, Employment and Training).</p>	<p>Poor</p>	
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>Reduction in open access provision, which could lead to fewer opportunities for young people to develop trusting relationships with youth workers, potentially resulting in fewer disclosures of abuse and neglect. Alternatives may be less successful in highlighting such issues.</p>	<p>Very Poor</p>	<p>Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.</p>	<p>Very Poor</p>	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for these young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.	Poor	A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.	Neutral	
Impact on PCC Workforce	Making staff redundant.	Very Poor	Follow management of change process.	Very Poor	

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

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

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

Description of risks			
Failure to meet statutory function of delivering a 'high quality Youth Service' and to meet national priorities including the Wellbeing of Future Generations Act, the Youth Engagement & Progression Framework, Tackling Poverty agenda and Youth Work in Wales strategy.			
Failure to meet local priorities including contributing to the Estyn inspection framework 'Local Authority Education Service for Children and Young People' and the Corporate Improvement Plan.			
Disadvantaged young people no longer voluntarily engage with the service due to the delivery changes - young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant			
Limited capacity in third sector to deliver replacement services			
Lack of identified budget to commission third sector to deliver services			
Capacity to manage Youth Service efficiently compromised due to reduction in Management Team			
Reduction in services as a consequence of reduced funding from Welsh Government and Revenue Support Grant			
Not achieving budget savings targets			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	✓		
Mitigating Actions			Residual Risk (after mitigation)
Work with schools and other partners on alternative delivery models.			Medium
Work with other departments on ensuring impact of cuts are fully understood			Medium
Ensure targeted youth support is available to support the most vulnerable young people			High
Restart discussion with third sector regarding delivery			High
Identify final budget for 2017/18 and proposed budget for 2018/19			High
Ensure that roles are clearly defined			High
Consider alternative delivery models			High
Seek further in-year savings			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
<ul style="list-style-type: none"> The work of the universal and targeted youth services supports the Children & Young People's Partnership early intervention and prevention agenda. Potential impacts include an increase in offending behaviour and a greater requirement for access to expensive Social Services support (including Children's Area Teams and Youth Justice Service). A reduction in extent of youth worker provision that delivers informal/non-formal learning has the potential to impact on educational outcomes for some young people – therefore there will be an impact on schools and other educational establishments, and the Schools Service. Impact on people/organisations using current youth service buildings (assuming they are transferred to others or closed), for example the Pupil Referral Unit, a range of voluntary sector services. 			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Young people will continue to have access to qualified youth workers who can provide advice, guidance and mentoring, however there will be reduced opportunities to access this support. A reduction in early intervention / prevention support will lead to an increased burden on more expensive late intervention services such as Youth Justice, Social Services, the Police and the Health Board.</p> <p>The service budget reduction will also result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities outside schools. This will particularly impact on those smaller towns where youth clubs have closed.</p> <p>The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at risk or disengaged from society remains. A grant bid is being pursued to strengthen this approach but there are threats to some of the funding sources used to support this.</p> <p>The service had hoped to implement a grant-led approach to commissioning of work and projects from local communities and third sector, but the savings expected from the Year 1 restructure to enable this were not realised. Therefore, this approach will have to be reconsidered.</p> <p>The Service will continue to explore an exit strategy from direct owner/occupation of the remaining five youth centres, and instead procure access to venues as and where necessary.</p>	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Via the Youth Service Project Board and Leisure and Recreation Quarterly Performance Reviews
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Helen Quarrell / Sue Cox / Freddy Greaves		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Graham Brown		26/01/2017

FORM ENDS

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Service Area	Adults	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-41 Right sizing of Packages – Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours						
Outline Summary							
Right Sizing of Community Care Packages through Reablement approach. Increased use of reablement should see a £1.1m reduction in use of home care over the next two years. The client will have more intensive support that should then allow them to stay independent and less reliant on home care etc. Deliver £604k savings in 2017/18 and £511k savings in 2018/19. Business modelling suggests that an estimated additional 21 packages per month will need to go through this service.							

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

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational services	19/12/16

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	An additional 21 packages per month to ensure either no ongoing support or reduced support required.	Good	There will need to be robust modelling to ensure that this objective is fulfilled.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence.	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy	There will need to be greater utilisation of community / third sector and independent providers of care.	Good		Good	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathways.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting needs.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	People can live in their communities without the requirement for domiciliary care.	Good		Good	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for older people who prefer to stay in a setting familiar to them e.g. their own homes, and become more resilient by being supported to regain or maintain independence through short-term time limited support.	Good		Good	
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working will be key to the delivery of this, through integration and working with providers and other third sector partners.	Good		Good	
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive support.	Good		Good	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	The service is currently delivered in full partnership with PTHB and is underpinned by a Section 33 agreement.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Socio-economic opportunities may arise within communities to support people at home via third sector organisations / private providers.	Unknown		Unknown	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Potentially there may be impacts on the delivery model. This is yet to be identified until a review is undertaken.	Unknown		Unknown	

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

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

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

Description of risks			
Risk of continued issues with operationalisation of the service affects the ability to make the savings			
Risk to timescale of delivery as the model would need to be optimally operating by 1 st April 2017			
Risk that service users do not embrace the approach			
We have less than 2 months to deliver full year effect – work/capacity has not started to achieve this			
The business case will rely on full demand management and circa 48 packages ceasing in current service to achieve 604k in 17/18			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Full participation with all stakeholders and staff required			High
External capacity would need to be sought to meet the timescales set for full year effect			High
Work on public communications and cultural changes required to be delivered as above			High
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Positive effect on citizens as in-line with delivery of legislation i.e. Social Services and Well-being Act (Wales) 2014 which promotes independence. This will increase the flow of people through preventative services and reduce the need for long term statutory support.	

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

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by Head of Services.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

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High Risk IAs reducing to Medium Risk after Mitigation

- 1718-04 Staff Savings
- 1718-07 Business Support (New Model)
- 1718-08 Closure of 2 HWRCs
- 1718-29 Raise age of admission
- 1718-32 Review of fair funding formula
- 1718-35 Re-configure Day Time Opportunities
- 1718-36 Learning Disabilities
- 1718-43 LAC
- 1718-60 Additional Income Target

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Service Area	RPC	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell Cllr Tony Thomas
Policy / Change Objective / Budget Saving	1718-04 Staff Savings						
Outline Summary							
<p>When the administrative staff transferred back into RPC from BSU they moved across with the understanding of a 20% budget reduction in 2017/18. This amounts to £90k in regard to Regulatory Services.</p> <p>It is proposed to remove two administrative support posts within Regulatory Services. The redistribution of work within the group of staff will be necessary to maintain levels of support for services and the introduction of a new automated telephone system should lead to less call handling by staff.</p> <p>There are currently three vacant administrative posts within Development Management, which are being temporarily filled, and HR has specified that due to these vacancies, voluntary severance for other staff who have expressed a past interest in this, is not an option. The temporary staff currently occupying these `vacant` posts have high levels of skills applicable to the planning service and it is feared that an impact will be felt on the service delivered. The savings will be found within the group through taking two posts and any balance remaining will be covered by increased fee earnings from Regulatory Services.</p>							

Page 454 Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 nd December 2016
2	Ken Yorston	Senior Manager Regulatory Services	3 rd January 2017
3	Ken Yorston	Senior Manager Regulatory Services	12 th January 2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will substantially meet the budget requirements for the service, although it will likely lead to inefficient service delivery in the short term due to the transfer of staff into the Planning Service who do not have necessary skills and knowledge.	Good	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Good	Agreed at meeting of Regulatory Services` Professional Leads
Supporting people in the community	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	The administrative staff within Regulatory Services are 100% female. This 'group' of staff is going to be subject to the loss of vacant posts and opportunity.	Poor	Work with Trade Unions and consult with affected staff.	Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Work with Trade Unions and consult informally with affected staff.	Good		Good	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Staff are going to be subject to redistribution of work and therefore increased pressure	Poor	Work with Trade Unions and consult informally with affected staff.	Neutral	

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

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

Description of risks			
Loss of knowledge and experience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Shadowing of temporary staff to transfer knowledge			Medium
Introduce new call handling service for Development Management			Medium
Redistribute work around the County			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

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Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Remove 2 out of the 3 vacant posts in the structure. It is unfortunate that these vacant posts are located within the same service (Development Management) and there is no doubt that this service requires ongoing administrative support to existing levels. This support will be provided from staff that are currently located in services elsewhere, with the result that their work will have to be redistributed amongst all staff throughout the County. A lot of the Administration support work is time pressured (e.g. cemeteries). Work on Prosecutions cases. Data entry of material. Delays could result in inaccurate quarterly reporting. Statutory performance indicators for planning applications need to be adhered to. Planning has previously been seen as a failing service, and we don't want the service to return to this perception. More of an issue with the loss of knowledge and experience, rather than the number of people going (as there may be capacity within the wider administration group).	

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

What additional evidence and data has informed the development of your proposal?
An assessment of current capacity within the administrative group has been undertaken by the Supervisors and whilst any reduction in staffing levels is a cause for concern, it is deemed that the above approach is the most suitable to meet the cuts and maintain service delivery.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
A review will take place after 3 months of implementation to ensure that any adverse effects from the changes are identified
Please state when this Impact Assessment will be reviewed.
July 2017

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ken Yorston		13/01/17
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Powell Cllr Tony Thomas		24/01/2017 27/01/2017

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Service Area	RPC	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell Cllr Tony Thomas
Policy / Change Objective / Budget Saving	1718-07 Business Support (New Model)						
Outline Summary							
<p>When the administrative staff transferred back into RPC from BSU they moved across with the understanding of a 20% budget reduction in 2017/18. This amounts to £90k in regard to Regulatory Services.</p> <p>It is proposed to remove two administrative support posts within Regulatory Services. The redistribution of work within the group of staff will be necessary to maintain levels of support for services and the introduction of a new automated telephone system should lead to less call handling by staff.</p> <p>There are currently three vacant administrative posts within Development Management, which are being temporarily filled, and HR has specified that due to these vacancies, voluntary severance for other staff who have expressed a past interest in this, is not an option. The temporary staff currently occupying these `vacant` posts have high levels of skills applicable to the planning service and it is feared that an impact will be felt on the service delivered. The savings will be found within the group through taking two posts and any balance remaining will be covered by increased fee earnings from Regulatory Services.</p>							

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

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 nd December 2016
2	Ken Yorston	Senior Manager Regulatory Services	3 rd January 2017
3	Ken Yorston	Senior Manager Regulatory Services	12 th January 2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will substantially meet the budget requirements for the service, although it will likely lead to inefficient service delivery in the short term due to the transfer of staff into the Planning Service who do not have necessary skills and knowledge.	Good	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Good	Agreed at meeting of Regulatory Services` Professional Leads
Supporting people in the community	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
Learning	No impact	Neutral		Neutral	

Page 462 How does your policy / change objective / budget saving impact on the Welsh Assembly's well-being goals?

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Impact on service delivery could possibly lead to a reduction in the number of planning applications processed which could have an adverse impact on the economy.	Poor	Redistribution of work throughout the group of staff. Introduction of new telephony system to reduce call handling. Training of staff in Planning administration requirements	Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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Impact Assessment (IA)

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	The administrative staff within Regulatory Services are 100% female. This 'group' of staff is going to be subject to the loss of vacant posts and opportunity.	Poor	Work with Trade Unions and consult with affected staff.	Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Work with Trade Unions and consult informally with affected staff.	Good		Good	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Staff are going to be subject to redistribution of work and therefore increased pressure	Poor	Work with Trade Unions and consult informally with affected staff.	Neutral	

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

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

Description of risks			
Loss of knowledge and experience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Shadowing of temporary staff to transfer knowledge			Medium
Introduce new call handling service for Development Management			Medium
Redistribute work around the County			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Remove 2 out of the 3 vacant posts in the structure. It is unfortunate that these vacant posts are located within the same service (Development Management) and there is no doubt that this service requires ongoing administrative support to existing levels. This support will be provided from staff that are currently located in services elsewhere, with the result that their work will have to be redistributed amongst all staff throughout the County. A lot of the Administration support work is time pressured (e.g. cemeteries). Work on Prosecutions cases. Data entry of material. Delays could result in inaccurate quarterly reporting. Statutory performance indicators for planning applications need to be adhered to. Planning has previously been seen as a failing service, and we don't want the service to return to this perception. More of an issue with the loss of knowledge and experience, rather than the number of people going (as there may be capacity within the wider administration group).	

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

What additional evidence and data has informed the development of your proposal?
An assessment of current capacity within the administrative group has been undertaken by the Supervisors and whilst any reduction in staffing levels is a cause for concern, it is deemed that the above approach is the most suitable to meet the cuts and maintain service delivery.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
A review will take place after 3 months of implementation to ensure that any adverse effects from the changes are identified
Please state when this Impact Assessment will be reviewed.
July 2017

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ken Yorston		13/01/17
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Powell Cllr Tony Thomas		24/01/2017 27/01/2017

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Service Area	Highways, Transport and Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell
Policy / Change Objective / Budget Saving		1718-08 Household Waste Recycling Centre (HWRC) Review					
Outline Summary							
<p>There is a saving of £700k proposed in the Medium Term Financial Strategy (MTFS) to close two of the five sites. This would leave one site in each shire. A consultation was carried out during November 2016 which demonstrated considerable opposition with this proposal. As a result additional funding has been provided which has left a shortfall of £200k still to find. The proposal to achieve this is as follows:</p> <ul style="list-style-type: none"> - To reduce the opening days at all sites to three days per week including one weekend day and ensuring there is a site available on each day of the week - To install compaction equipment where possible at the sites - To increase the cost of a trade recycling permit from £150 to £200 - To restrict the use of commercial vehicles and large trailers on sites to those with a current trade recycling permit 							

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

Version	Author	Job Title	Date
1.0	Ashley Collins	Waste and Recycling Strategy Manager	06/01/2017

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service reduced and public who use commercial vehicles will be restricted	Poor	Service users informed of days of opening and restrictions in place and diverted to alternative sites when local site not open	Neutral	Monitoring of sites
Supporting people in the community	Service reduced	Poor	As above	Neutral	Monitoring of sites
Developing the economy	There will be a small increase in the charge for a commercial waste permit although this still represents good value for money	Poor	Commercial operators will be communicated with an alternative options	Neutral	Monitoring of take-up of service
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Neutral	Monitoring of sites
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Negative contribution if residents travel further to alternative site when their nearest is closed. Flytipping at site entrance when closed.	Very Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required. Enforcement of any flytipping offences	Poor	Monitoring of sites
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	With sites open on limited days, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to inform them of opening days and encourage them to use all alternatives and thus reduce travel required.	Neutral	Public consultation
<i>Disability</i>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	As above	Neutral	Public consultation
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Neutral	Public consultation
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Need to work with existing contractors to maximise savings and minimise disruption	Neutral		Neutral	
Involvement: <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> Communication and Engagement	No impact	Neutral		Neutral	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	Reducing opening days at sites and restricting commercial vehicles will reduce costs but make recycling more difficult for residents in some areas	Very Poor	Awareness raising initiatives with public to encourage them to use all alternatives.	Poor	Public consultation
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Recycling rate likely to reduce if sites are less accessible – risk of being fined by Welsh Government for failing to reach statutory targets			
Flytipping may increase if residents are not prepared to travel to recycle/dispose of their waste although experience elsewhere would suggest that this will be minimal.			
Increased use of remaining Community Recycling (bring) Sites is likely to increase resulting in additional requirement to service			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk
Awareness raising to encourage residents to use alternatives available			Medium
Enforcement Action if there is illegal tipping of waste			Medium
Increase servicing of remaining Community Recycling Sites			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
If flytipping does increase there will be an additional cost for clearing and disposing of this waste. There is likely to be a pressure on the servicing requirements of the Community Recycling Sites.			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The initial impact on residents will be high but this will reduce once the public are used to the new arrangements. As all sites are affected but none closing there will not be one sector of the community that is unfairly effected.		

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

What additional evidence and data has informed the development of your proposal?
A full public consultation has been carried out to inform the proposal.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Use of sites will be monitored in terms of tonnage throughput and number of users at particular times
Please state when this Impact Assessment will be reviewed.
September 2017

10. Sign Off

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

FORM ENDS

Cyngor Sir Powys County Council

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving		1718-29 Raise age of admission					
Outline Summary							
<p>Under the current admissions policy children can start in a Primary School at the start of the term in which he/she has her fourth birthday, prior to this they can access two terms of authority funded pre-school 3 year old education provision.</p> <p>The statutory age of admission is at the start of the term following a child's fifth birthday, with many authority's admitting children at the start of the school year (September) following his/her fourth birthday.</p> <p>The proposal is to change the age of admission to schools in Powys, to be in line with the majority of our neighbouring authorities in both Wales and England, to the start of the school year following a child's fourth birthday. This proposal will change the start of school by between one and two terms and it is proposed that this loss of provision will be replaced by the increase and extension of the pre-school provision from 10 hours per week up to 12.5 hours per week and for up to five terms following the child's third birthday. It is proposed that the change is implemented from the start of the school year in September 2017.</p> <p>Officers from the Schools Service and CYPP have undertaken a series of consultation meeting on the proposal. In Addition an on line consultation exercise was undertaken with over 700 responses being received.</p>							

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015
V2	Gareth Jones	Senior Manager – Central Services	7 th April 2016
V3	Gareth Jones	Senior Manager – Central Services	22 nd November 2016
V4	Gareth Jones	Senior Manager – Central Services	16th December 2016

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

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>The proposal will make a net efficiency of £1.2m whilst ensuring that the authority meets its statutory provision in respect to Primary School Education and early years funding.</p> <p>The early years settings will be provided, through the commissioned contracts, a funding level that will ensure that they are funded at a sustainable level.</p> <p>The level of net efficiencies identified falls short of the £1.5m identified in the Councils MTFS</p>	Good	<p>The mitigating actions for this area are included in the proposal.</p> <p>The council will be required to change its Fair Funding Formula for the 2017-18 and subsequent financial years.</p>	Good	<p>Consultation papers and funding arrangements for Schools and Early Years settings.</p>
Supporting people in the community to live fulfilled lives	No impact	Neutral		Neutral	

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The proposed change to the age of admission will have a negative impact on the Primary Schools delegated budget by reducing funding by £2.8m which will result in up to 120 teaching and Learning Support staff redundancies.</p> <p>There will be a positive impact of the change on the economic viability of childcare and early years settings through the increased number of children accessing the provision and therefore providing an increased funding base for the setting.</p> <p>The change to the age of admissions into the Primary Schools will have limited impact on this area, although the delay in children accessing full time education will have an impact on the family's economic position as there will either be an extended period of childcare requirements and costs or a delay in the parents' ability to fully return to employment.</p>	Neutral	<p>The authority will work will childcare providers to ensure the required places are available</p> <p>The authority is proposing to provide extended funded 3+ provision with a 25% increase in the number of funded hours. This represents nearly 60% of the hours children currently receive in full time school nursery provision. In addition the authority has a duty to ensure that the childcare demand can be met through childcare settings.</p>	Neutral	Consultation Papers and Funding Arrangements

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Improving learner outcomes for all, minimising disadvantage	<p>The delay of up to 3 terms in a child's admission to full time primary education will potentially have an impact on the outcomes for these children.</p> <p>Both Schools and Early Years Settings are inspected under the ESTYN common inspection framework and deliver in accordance to the Foundation phase curriculum.</p> <p>The proposal will reduce the number of hours in an education setting by 9 hours per week and will amount to 342 hours for those children born in the Autumn term.</p>	Poor	<p>The proposed increase in the number of funded pre-school hours will partly offset the negative impact of the change in the age of admission. The settings will be supported by a team of teachers to provide the required advice and support. Setting will be commissioned to deliver the early years provision and will be subject to contract monitoring arrangements to ensure that standards are being delivered at the level required in the contract.</p>	Neutral	Consultation Papers and Funding Arrangements

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The proposal allows the authority to maintain funding levels for its statutory education provision, whilst providing a sustainable funding level for early years settings.	Good	The authority will work with early years settings to ensure that they can meet the childcare requirements.	Good	Consultation and funding papers
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).	No impact	Neutral		Neutral	

<p>A healthier Wales: People’s physical and mental well-being is maximised and health impacts are understood.</p>	<p>The council has procedures and policies in place to support Children with Learning or Physical disability. The proposed change will not negatively impact on these procedures, however there will be a delay in services such as School Nurses being involved with children. Those children with significant needs will continue to be assessed through the current assessment procedures in Special Schools or other settings. There may be a disproportionate impact on parents who themselves have disabilities through reduced access to full day education provision, with no transport being provided to the early years settings.</p>	<p>Poor</p>	<p>The authority through the CYPP, Schools and other agencies will work to support children and parents with disabilities to enable those children to access the required education opportunities.</p>	<p>Neutral</p>	<p>CYPP and School Strategies.</p>
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</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>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>All schools and settings are required to deliver the foundation phase curriculum and “welsh language development” is one of the 7 areas of required learning and all children accessing support will have the opportunity to use the Welsh Language.</p>	<p>Neutral</p>	<p>The authority will through the implementation of the Welsh in Education Strategic plan, further encourage and support the development of Bilingualism</p>	<p>Good</p>	<p>WESP and Foundation phase curriculum.</p>

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<i>Treating the Welsh language no less favourable than the English language</i>	The proposal impacts equally on both English and Welsh Provision, as part of the recommissioning of the 3+ early years provision the authority will be considering the availability of a Welsh Medium setting within reasonable journey time for all children.	Good	As part of the recommissioning of the 3+ early years provision the authority will be considering the availability of a Welsh Medium setting within reasonable journey time for all children.	Good	WESP and Foundation phase curriculum, together with commissioning documentation
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	All schools and settings are required to deliver the foundation phase curriculum and “welsh language development” is one of the 7 areas of required learning and all children accessing support will have the opportunity to use the Welsh Language. School staff have the opportunity to access funded sabbaticals to improve their Welsh language and delivery skills.	Very Good	The authority will through the implementation of the Welsh in Education Strategic plan, further encourage and support the development of Bilingualism	Very Good	WESP and Foundation phase curriculum.
<i>People are encouraged to do sport, art and recreation.</i>	The delay in full time education may delay a child’s access to healthy activity’s	Poor	Provide support to funded setting to encourage the extended use of the outdoor classroom for healthy activity’s	Neutral	Foundation Phase Curriculum requirements
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	The proposal will impact on families with young children as evidenced by the age of the respondents to the consultation where over 75% of the responses received being from people in the 25 – 44 age group.	Poor	The authority is proposing to provide extended funded 3+ provision with a 25% increase in the number of funded hours. This represents nearly 60% of the hours children currently receive in full time school nursery provision. In addition the authority has a duty to ensure that the childcare demand can be met through childcare settings.	Poor	Consultation and funding papers

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<i>Disability</i>	<p>The council has procedures and policies in place to support Children with Learning or Physical disability.</p> <p>The proposed change will not negatively impact on these procedures, however there will be a delay in services such as School Nurses being involved with children.</p> <p>Those children with significant needs will continue to be assessed through the current assessment procedures in Special Schools or other settings.</p> <p>There may be a disproportionate impact on parents who themselves have disabilities through reduced access to full day education provision, with no transport being provided to the early years settings.</p>	Poor	<p>The authority through the CYPP, Schools and other agencies will work to support children and parents with disabilities to enable those children to access the required education opportunities.</p>	Neutral	<p>CYPP and School Strategies.</p>
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	<p>The consultation responses were heavily weighted towards women with 82% of the 93% who indicated their sex being women.</p> <p>The proposal may impact on women more than men especially in relation to those children living in a single parent household with a delay in admission to school may delay the parents' ability to return to work.</p> <p>Those parents whose children would be entitled to Free School Meals would have increased food costs due to the delay in full time admission to Schools.</p>	Poor	<p>The council will through the relevant services support these parents to ensure they can access their full entitlements.</p>	Poor	<p>Consultation responses</p>
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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<p><i>Equality Impact on PCC Staff</i></p>	<p>As a significant percentage of staff employed in Primary Schools as teachers or learning support assistants are female, the budget impact will result in a reduction of female staff employed in the schools. However the impact will fall equally on the male staff employed in those positions.</p>	<p>Neutral</p>	<p>The council will ensure through the management of change procedures that male and female are treated equally.</p>	<p>Neutral</p>	<p>Council's employment policies.</p>
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4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>	<p>The short term impact of the proposal will be the significant impact on the staffing levels required in Schools (Reduction) and early years settings (Increase), together with the requirement to ensure that the authority and settings have enough places to meet the expected demand for early years places. In the longer term the provision of a sustainable funding system for the commissioned 3+ provision will ensure that the authority can meet its statutory requirements.</p> <p>The funding of the statutory school age provision Reception to Year 11 has been protected under this proposal</p>	Good	The authority is working to identify the required number of 3+ places both in terms of total, catchment and language requirements.	Good	Consultation papers, funding arrangements and Cabinet paper re Schools Asset Management Plan.
<i>Collaboration: Working together with other partners to deliver.</i>	<p>The current and future 3+ provision is / will be delivered through a mixture of maintained (school run) and non-maintained settings. The exact split of the future network of providers will be dependent on the outcome of the commissioning process for the enhanced 3+ provision</p>	Very Good	Recommissioning of the 3+ settings	Very Good	Details of current settings funded

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement: <i>Involving those with an interest and seeking their views.</i> Communication and Engagement</p>	<p>The proposal was subject to a wide consultation which received a high level of response during the spring term 2016. The detail of the commissioning requirements will be discussed with partner agencies before being tendered. Three events supported by business wales staff have been held during the Autumn term 2016 to inform providers with details of the process that will be required through the recommissioning process. Sessions are to be held in January 2017 to support settings through the required process</p>	<p>Very Good</p>	<p>Robust recommissioning procedures</p>	<p>Very Good</p>	<p>Consultation notes and responses</p>
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>	<p>The proposed commissioning of the enhanced 3+ provision will prevent the current financial issues occurring in the future.</p>	<p>Good</p>	<p>The council will continue to monitor the financial position of settings through the finance and business support services.</p>	<p>Very Good</p>	<p>Financial figures and proposed funding levels</p>
<p>Integration: <i>Positively impacting on people, economy, environment and culture and trying to benefit all three.</i></p>	<p>The proposed change to age of admission and the enhanced 3+ provision is due to the financial constraints facing the authority and the requirement to meet statutory education provision for children in reception to year 11. The proposed solution whilst reducing the hours of education being provided to nursery aged children, the integration of 3+, childcare and full time schooling delivered through the foundation phase curriculum will provide an integrated solution for early years children. The proposed recommissioned network of early years provision will provide the required geographical spread of settings.</p>	<p>Good</p>	<p>The development and implementation of robust transition plans from Flying Start settings to 3+ settings, and from 3+ settings to mainstream schools. This will be further enhanced by the integration of the two current support teams into a single team based in the Schools Service</p>	<p>Very Good</p>	<p>Transition plans and processes</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The proposal will have a potential negative impact on the families of the affected young children due to the requirement to fund additional childcare costs and limiting the parents' ability to seek work outside the home. It is not expected that there will be a significant impact on the educational outcomes of the children at the end of Key Stage 2 and 4 due to the change of age of admission as all settings and schools are working to and delivering the requirements of the foundation phase curriculum.	Poor	The development and implementation of robust transition plans from Flying Start settings to 3+ settings, and from 3+ settings to mainstream schools.	Poor	Transition plans and processes
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 council, settings and schools have robust and clear safeguarding processes in place. The replacement of full time education with part time education may delay a child's contact with services that monitor their wellbeing.	Poor	Continue the monitoring and development of safeguarding procedures and training for all early years providers.	Poor	Safeguarding procedural documentation and policies
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The impact of this proposal will impact equally on LAC in proportion to that of all children	Neutral		Neutral	
Impact on PCC Workforce	The expected change will result in a minimum 100 FTE redundancies across 89 primary schools.	Poor	This will be offset a little by a small increase in the number of staff required for recommission of early years. Redundancy policy.	Neutral	

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

Description of risks		
Children / Pupils commence full time statutory schooling at the start of the reception year at a potentially lower attainment / development level than currently.		
Failure to identify and provide early intervention for children with ALN.		
Insufficient relevantly qualified and experienced early year's practitioners.		
Insufficient Welsh Medium early years provision to meet demand through lack of staff with relevant language skills.		
Schools are unable to meet the statutory Infant Class Size regulations due to reduced funding		
The reduction in the level of provision available to 4 year olds will impact on the parent's ability to be economically viable.		
Children in remote areas are not able to access provision through lack of available transport to closest setting.		
The potential reduction in available places for two year olds and full day provision due to extended 3+ provision requirements		
Insufficient full day education / care provision for 3 / 4 year old children		
Budget pressures on the Schools delegated budget – following removal of nursery age funding.		
Level of surplus places in schools increase		
Number of pre-school children are under estimated and the authority cannot meet demand through lack of places.		
Lack of available pre-school / school places in geographical areas of population growth		
The replacement of full time education with part time education may delay a child's contact with services that monitor their wellbeing		
Impact on Service	Deliverability of Policy / Change Objective / Budget Saving	Inherent Risk
High	Medium	Medium
Mitigating Actions		Residual Risk
The appointment of a project manager to lead on the implementation of the proposal will provide a dedicated resource to drive forward and implement the proposed changes.		Medium
The review of the Schools Service asset management plan will support the planning of the delivery of the revised early years structure of pre-school places		Medium
The application of robust project management disciplines and the multidisciplinary project team will provide the required management and escalation processes.		Medium
Continue the monitoring and development of safeguarding procedures and training for all early years providers.		Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?		
Yes, the proposed change is directly linked to the services provided through the CYPP. Officers from the CYPP and other third sector agencies have helped to formulate the proposal to date and will continue to be members of the appropriate work streams.		

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6. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	C63 - 2016
<p>The change of the age of admission into schools and the recommissioning of an extended pre-school education provision will have an impact on the delivery of education and care to the young children of Powys, together with the costs of childcare for working families. The authority has applied robust project management procedures to the programme to reduce the overall risk to the programme.</p> <p>The complexity of reducing the school staffing levels, the registration requirements with CSSIW and the recommissioning of the service will have a high degree of risk until the new service is due to commence in September 2017.</p>			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

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

What additional evidence and data has informed the development of your proposal?
Early years review project team papers and consultation responses have highlighted the risks associated with this proposal.

8. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Project is to be monitored through the Schools Service Management Team, the Children and Young Peoples Partnership, the authority's project management processes.

9. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth E Jones		11 th April 2016
Head of Service:	Ian Roberts		11 th April 2016
Strategic Director:	Jeremy Patterson		11 th April 2016
Portfolio Holder:	Arwel Jones		26/01/2017

FORM ENDS

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving	1718-32 Review of fair funding formula						
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 £150,000 identified efficiency against schools budget.</p> <p>The impact of the pay and price pressures, the reduction in pupil numbers, the reduction in Post 16 Grants, together with the impact of the protection of schools delegated budgets will be actioned through the fair funding formula with the overall real terms efficiency required from the schools delegated budgets of an estimated £1.3 5m in the 2017-18 year.</p> <p>The majority of the required efficiency will be achieved through reducing staff numbers and increasing teaching group sizes.</p>							

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015
V2	Gareth Jones	Senior Manager – Central Services	17 th February 2016
V3	Gareth Jones	Senior Manager – Central Services	22 nd November 2016

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This change objective meets this requirement, as long as the schools take positive action to meet the budget needs within the scheme for financing schools and do not set balanced budgets.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Neutral	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
Supporting people in the community	No impact	Neutral		Neutral	
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.	Poor		Poor	Fair Funding Formula Schools delegated budget plans

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	The reduction in the number of staff employed in the schools will have the impact of increasing the average Pupil Adult ratio in the authority's schools and will potentially have an adverse impact on the learner outcomes in schools. Some schools may not be able to meet statutory Infant Class Size requirements	Very Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The reduction in real term purchasing power in schools will not support additional jobs in the community	Poor		Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The policy will impact equally on Welsh Medium Learners and English Medium Learners	Neutral		Neutral	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	As above
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	As above
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	

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<i>Disability</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with ALN / SEN. As learners with additional learning needs require additional individual support, the class size increase may impact negatively on this group.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	The real term reduction in purchasing power of schools will increase the average class size and potentially the level of funding used to support children with English or Welsh (WM School) as a second language. As learners with this need require additional individual support, the class size increase may impact negatively on this group.	Poor	Provide schools advice and support in the restructuring of the schools delivery of education.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</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	Poor	The authority needs to consider if it establishes a larger retained funding pool to provide class size support to the infant class. Consideration is also required around the mixed aged structure of classes that it deems appropriate.	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	There are opportunities for schools to work collaboratively with other schools around common processes, through collaborative programs or federations of schools.	Good		Good	Collaboration and Federation Regulations.
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</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.	Good		Good	Fair funding formula review group papers
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The proposal may impact negatively on the learner outcomes of learners from the lower socio-economic groups as outcomes from this group are generally lower than the average. The larger class sizes may therefore have a disproportionate impact on this group. The provision of the Pupil Deprivation Grant with a focus on children entitled to FSM may mitigate this.	Poor		Poor	Fair Funding Formula Paper Learner Outcome at each KS and GCSE (FSM to General) and school county and national level PDG grant papers
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 real term reduction in purchasing power of schools will increase the average class size and potentially the level of management time spent working with vulnerable children	Poor	Provide advice and support to schools on school organisation and relevant training	Poor	Fair Funding Formula Schools Staffing and organisation plans Schools Individual Budget plans
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	Poor	As above	Poor	As above
Impact on PCC Workforce	Impact will be minimal across each school, however, the non-funding of places will require schools to reduce staffing levels, the level of which is to be determined.	Poor	Help schools to determine the level of staffing reduction required.	Poor	

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

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

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

Description of risks			
The failure of a school to meet statutory Infant Class sizes			
Risk of lowering of learner outcomes			
Risk of failure to meet learner needs in respect to SEN / ALN			
The increased cost incurred through increasing number of Powys Children in Out of County provision will be more than the increase in Income achieved.			
Schools will not adhere to the revised letting and school use policy and the projected increase in income from lettings will not materialise.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
An action plan is required to identify which schools are required to commence management of change processes to ensure the required changes can be made with the required time frame.			Medium
The service needs to consider if it should offer a voluntary early retirement / redundancy scheme.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes – the implementation of the proposal will impact on the workload of HR, Finance, legal, Challenge Advisors			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the policy is straight forward through the Fair Funding Formula, but Schools will need a high degree of support to successfully implement the required changes from School Service, HR, Legal and Finance	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will be undertaken through the individual schools delegated budget planning arrangements.
Please state when this Impact Assessment will be reviewed.

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10. Sign Off

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

FORM ENDS

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Service Area	Adult Social Care	Head of Service	Dylan Owen	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-35 Re-configure Day Time Opportunities						
Outline Summary							
Review of Day Time Activities for Older People (including Day Centres) – it is proposed that a reduced budget for Day Care Services for Older People (including Day Centres) be maintained, to enable assessed needs to continue to be met in those areas which currently have day centres until such time as a community based home support/early intervention service can be fully trialled and evaluated.							

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

Version	Author	Job Title	Date
V1	Sue Hughes	Senior Manager Adult Services	19 th October 2015
V2	Dominique Jones	Senior Manager Adult Social care	26 th August 2016
V3	Dominique Jones	Senior Manager Adult Social Care	14 th November 2016
V4 (9)	Dominique Jones	Senior Manager Adult Social Care	9 th December 2016

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

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	By working in partnership with town and community councils, 3 rd sector, health and other agencies we aim to reduce down the direct cost of the day time activity services, in particular Day Centres.	Unknown	Seek expressions of interest from interested parties to help run and / or contribute to helping to run some existing day centre services (this might involve testing the market) and develop the concept of a community hub Develop a pilot initiative to test out prevention and early intervention model and to Seek transition funding (ICF) to help us move from the current state to the future state so that a robust review of other grants and contracts can be undertaken to fund any future model going forward. Work with PAVO to provide co-ordinated support to enable communities to recruit volunteers, establish governance and business cases and / or take over the running of existing services.	Good	Analysis of individual client assessments Draft specification for reduced Day Centre provision. STAMP Meeting Plans Full Public Consultation Analysis ICF Bid Review of Warden Service Process JD's for Area (Health and) Wellbeing Co-ordinators Grants Review Process (ASC Grants and Supporting People)

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
	By developing an improved and co-ordinated model of delivery for prevention and early intervention we aim to delay / reduce access to higher costs statutory services.	Unknown	Future prevention and early intervention model will be designed on the premise that it addresses 'what matters', supports older people to remain independent for longer and or reduces down the need for high cost interventions. Develop the delivery of the pilot model with and by existing day time activity services so that over time the focus of their work changes. Commission Home Support Pilot Model Commission Befriending and Home Sitting Services Commission Area (Health &) Wellbeing Co-ordinators Through working with Mid-Wales Collaborative and Aberystwyth University the future model will be evaluated and assessed in terms of impact before it becomes mainstreamed.	Good	P&E PID P&E (highlight Reports) ICF Bid JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.
Supporting people in the community	The Public Consultation and the re-assessment of individual care plans identified a number of key issues which if not addressed could result in more people needing higher cost services, such as respite, domiciliary care and in the worst cases residential care.	Poor	By offering part funding / contributing to the running costs of the current day centres / day time activities there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer. Where appropriate ensure the traditional day centre model develops the concept of a community hub by diversifying the range of activities and opportunities available to the community.	Good	Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
	The over whelming consensus was that day time activities and in particular Day Centres were enabling people to be supported in the community and also acted as a preventative service,	Neutral	By listening to the evidence from the public consultation feedback and identifying a fourth option we can continue to meet needs of existing users, in particular those in need of respite. Provide an extended deadline for expressions of interest from interested parties to run Council run day time activities for older people whilst supporting organisations to offer a range of preventative services.	Good	Public Consultation Report Cabinet Report Proposal
	The current service only meets a small proportion of the current target population's needs and whilst not everyone who meets the eligibility criteria wants to attend Day Centres we need to find other ways of addressing the impacts of loneliness and isolation and ensuring older people remain as independent as long as possible.	Poor	Future prevention and early intervention model will be designed on the premise that it addresses 'what matters', supports older people to remain independent for longer and or reduces down the need for high cost interventions. Develop the delivery of the pilot model with and by existing day time activity services so that over time the focus of their work changes away from the concept of a day centre in to hub and spoke model that addresses bespoke / personalised packages of support in partnership with other community services.	Good	Needs Assessment Research in Full Review document ICF Bid P&EI PID P&EI (highlight Reports) JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft spec for reduced Day Centre provision.

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	There will be direct and indirect costs to not providing a service that meets the current demand and need. Examples include:- Potential redundancies Those who care for elderly family members may have to give up work without respite Higher costs of alternative services including residential care	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services as well as diversify opportunities for the local community. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3 rd sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding. Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care. Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.	Good	Analysis of individual client assessments P&EI PID P&EI (highlight Reports) ICF Bid Strategic Business Case for a Local Authority Trading Company (currently confidential) Specification for a Community Hub (Community Delivery)

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	By continuing to deliver traditional services without addressing 'what matters' to a wider group of older people we are limiting potential both of staff, volunteers and the elderly.	Very Poor	Greater collaboration amongst internal and external services to develop new community based opportunities for elderly people will enable us to build and share good practice, and deliver a more personalised approach. New opportunities could bring about new learning opportunities for staff and volunteers thus improving skills and opportunities for work. By working with Aberystwyth University to evaluate the impact of the new preventative model we will be ensuring that we only mainstream evidenced based approaches in the future.	Good	P&EI PID P&EI (highlight Reports) ICF Bid JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft spec for reduced Day Centre provision.

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>There will be direct and indirect costs to not providing a service that meets the current demand and need. Examples include:-</p> <ul style="list-style-type: none"> • Potential redundancies • Those who care for elderly family members may have to give up work without respite • Higher costs of alternative services including residential care 	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.</p> <p>By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant.</p> <p>We will seek to develop more services in partnership with the 3rd sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding.</p> <p>Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care.</p> <p>Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.</p>	<p>Good</p>	<p>P&EI PID P&EI (highlight Reports) ICF Bid Strategic Business Case for a Local Authority Trading Company (currently confidential) Specification for a Community Hub (Community Delivery)</p>

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<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Research illustrates that the impact of isolation and loneliness on the health of older people is significant – data analysis illustrates that Powys has a growing older person single household population and this coupled with the rurality could cause a particular problem for Powys.</p> <p>There was a strong message from the public consultation that day time activities provide opportunities for socialising and friendship which may amount to a lifeline from loneliness and isolation. Many attenders spoke of the fact that it was the only opportunity they would have to get out of the house, something to get out of bed and get dressed for, and that it prevented them getting depressed and anxious because they knew they would have someone to talk to and who would respond if they had a problem.</p>	<p>Very Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services.</p> <p>We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report P&EI PID P&EI (highlight Reports) ICF Bid JD's for Area (Health and) Wellbeing Co-ordinators Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>
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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Research illustrates that the impact of isolation and loneliness on the health of older people is significant – data analysis illustrates that Powys has a growing older person single household population and this coupled with the rurality could cause a particular problem for Powys. Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community’s needs.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Specification for a Community Hub (Community Delivery)</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community’s needs. There is not an equitable spread or cohesive approach to the co-ordination, development and delivery of services.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

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<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>If we did not adopt the proposed option we would have to close services that are currently meeting the needs of welsh speakers.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Individual Assessment Reviews Public Consultation Report Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>Regardless of the approach we take we would not be treating the welsh language any less favourably than the English language</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including the welsh speaking community. Improvement needs to be made in ensuring commissioned services are meeting their contractual obligations.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services this would include welsh speaking opportunities. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, including the need for services in welsh, particularly in relation to socialisation and combating the effects of isolation and loneliness.</p>	<p>Good</p>	<p>Individual Assessment Reviews Public Consultation Report P&EI - PID and Project Plan ICF Bid Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>
<p><i>Welsh Language impact on staff</i></p>	<p>Improved efficiency of resources may mean reduced internal workforce some of whom may speak welsh Lack of clarity about how many staff who speak welsh may be affected</p>	<p>Unknown</p>	<p>Staff consultation, redeployment and TUPE arrangements are planned for.</p>	<p>Neutral</p>	<p>Decommissioning plan to include staff employment issues. Dec 2016</p>

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<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including the welsh speaking community. Not maximising opportunities for generating income from the provision of older people services (particularly for socialisation, leisure and culture and sport)</p>	<p>Neutral</p>	<p>Work with Community Delivery project to optimise co-location and community development opportunities and where possible develop joint opportunities with the library and leisure service.</p>	<p>Good</p>	<p>P&EI - PID and Project Plan Specification for a Community Hub (Community Delivery)</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					
<p>Age</p>	<p>Impact on older people who use current services is likely to be significant if they are closed entirely. Inequity across the county meaning a high percentage of elderly people do not have access to current Day Time Opportunities.</p>	<p>Very Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Draft specification for reduced Day Centre provision.</p>

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<i>Disability</i>	Impact on older people with a disability who use current services is likely to be significant. Inequity across the county meaning a high percentage of elderly people with a disability do not have access to current Day Time Opportunities. Very small percentage of people between 55 and 75 who have a learning or physical disability make use of the Day Centres and would therefore be displaced if the services were to close Older people with dementia who currently use existing services would be displaced if the services were to fully close.	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer.	Good	Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report Draft specification for reduced Day Centre provision.
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	

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<p>Sex</p>	<p>High percentage (76%) of current users are older women so the impact of closure would be higher for them High percentage of current workforce are women whose employment is affected if closure was the chosen option</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. We would work with some of the existing services to pilot the future model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation - helping older people to remain connected in to their own community and staying independent for longer. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3rd sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding.</p>	<p>Good</p>	<p>Listen and Learn Report Research highlighted in the Full Review document. Befriending Pilot Report Public Consultation Report P&EI PID Draft specification for reduced Day Centre provision.</p>
<p><i>Sexual Orientation</i></p>	<p>No specific impact identified</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Workshop notes for 25th October 2016</p>
<p><i>Pregnancy and Maternity</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p><i>Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>Reduction public spending means that the current level for services funded / run by the Council may not be available for future generations.</p>	<p>Poor</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&E Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Review and Options for Day Time Activities. Strategic Intent Document for P&E P&E - PID and Project Plan</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>There is not an equitable spread or cohesive approach to the co-ordination, development and delivery of services.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&EI Project to deliver a community based wellbeing and support service for older people. Continue working with PtHB on the Integration Project to support better alignment and co-ordination of resources</p>	<p>Good</p>	<p>Needs Assessment for Review P&EI - PID and Project Plan</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><i>Involvement (including Communication and Engagement):</i> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&EI Public Consultation Report P&EI - PID and Project Plan Draft specification for reduced Day Centre provision. Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>There is no whole system approach to co-ordination and development of prevention and early intervention services in relation to older people.</p>	<p>Good</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Implement P&EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&EI Public Consultation Report P&EI - PID and Project Plan JD's Area (health & Wellbeing Co-ordinators) Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.</p>
<p>Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i></p>	<p>Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs. There is no whole system (public services) approach to co-ordination, development and delivery of prevention and early intervention services in relation to older people.</p>	<p>Neutral</p>	<p>By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Work with Community Delivery project to optimise co-location and community development opportunities. Implement P&EI Project to deliver a community based wellbeing and support service for older people.</p>	<p>Good</p>	<p>Strategic Intent Document for P&EI Public Consultation Report P&EI - PID and Project Plan P&EI - PID – Highlight Report ICF Highlight Report – 2016-17 ICF Bid</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reduction public spending means that the current level for services funded / run by the Council will not be available for future generations. Where services were once free there may have to be a charge and some people may not be able to afford them.	Very Poor	Work with colleagues in welfare benefits to integrate their work in to the new community based model to ensure that people have swift access to information about their entitlements.	Good	P&EI - PID and Project Plan P&EI - PID – Highlight Report ICF Highlight Report – 2016-17 ICF Bid
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.	Existing service users may be at greater risk if the Day Centres and other activities close Communities are not yet engaged enough in helping to identify and support the development of services to meet their own community's needs including identifying and addressing safeguarding issues. There is no whole system (public services) approach to co-ordination and development of prevention and early intervention services which would identify and address safeguarding issues at the earliest opportunity.	Neutral	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. Implement P&EI Project to deliver a community based wellbeing and support service for older people.	Good	P&EI - PID and Project Plan
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	Improved efficiency of resources may mean reduced internal workforce High percentage of current workforce are women whose employment is affected if closure was the chosen option Improved efficiency of resources may mean reduced internal workforce some of whom may speak welsh Lack of clarity about how many staff who speak welsh may be affected	Poor	By offering part funding / contributing to the running costs of the current services there would be an expectation that communities would make a contribution to helping to maintain the existing services. By piloting the preventative model we should be able maintain some staff who might otherwise be made redundant. We will seek to develop more services in partnership with the 3 rd sector thus helping to build the market and sustain activity because they have more opportunity to use volunteers, diversify the range of activities they provide and attract alternative sources of funding. Continue to work alongside the proposals around a LATC to see whether it is feasible to align future activity such as respite and day care. Continue to work with the Community Delivery project to optimise co-location and community development opportunities reducing duplication of effort and target our resources to establish Community Hubs.	Neutral	P&EI PID P&EI (highlight Reports) ICF Bid Strategic Business Case for a Local Authority Trading Company (currently confidential) Draft Specification for Home Support Draft Specification for Befriending and Home Sitting Service Draft specification for reduced Day Centre provision.

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

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

Description of risks

- Risk 1 –Affordability**
- Additional funding will be needed to cover savings targets and to sustain (in part) existing services going forward – ASC do not yet have the resources to cover these budget needs
 - A minimum financial contribution (of current annual running costs, not including central recharges) will be needed as an incentive for attracting alternative providers / financial contributions in order to maintain the current level of service.
 - Partner funding may not be forthcoming which would mean the services would eventually have to close. This would result in service users with assessed need to have them met in other ways, which may also have a cost.
 - If Cabinet approve to restore and maintain a sufficient budget to deliver as described above there will be a delay in implementation because the budget will not be signed off until February, making delivery by 1st April unachievable (see Timescales below).
 - Transition funding will be needed in order to pilot preventative approach whilst decommissioning grants and contracts to deliver future model if impact is proven.

Judgement (to be included in project risk register)

Very High Risk	High Risk	Medium Risk	Low Risk
	X		

Mitigating Actions

Mitigating Actions	Residual Risk (after mitigation)
<p>Risk 1</p> <ul style="list-style-type: none"> • A budget to part fund Day Time Activities be restored. • The profiled savings for 2015-16 and 2016/17 are not carried forward • Formally test the market with assurances around the future funding arrangements. • Continue to talk to interested parties about possible partnership arrangements. • Set a deadline date for Expressions of Interest. 	Medium

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Description of risks			
Risk 2 – Failure to Meet our Legislative Duties <ul style="list-style-type: none"> The Social Services and Wellbeing Act 2014 requires the Local Authority to ensure preventative services are available and accessible and addresses ‘what matters’ to the service user. The Act also provides new duties around carers – this has been raised as an issue throughout the consultation as a key issue in relation to possible closure of Day Centres where families rely on the service to provide respite. If we do not have transition funding to develop a prevention and early intervention model we will still have an inequitable level of service across the county. Lack of flexibility and adaptability or capacity of alternative providers to respond to the offer. 			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> Offer part funding / contribution to the running costs of the current Day Centre services in order to help maintain the existing services whilst Work with some of the existing services to pilot the future preventative model which would help over time meet a wider range of needs, particularly in relation to home support and socialisation. Work with PAVO to target interested parties with governance and business planning support. Apply for transition funding from ICF to support Prevention Pilot delivery. 			Low

Description of risks			
Risk 3 – Time Scales <ul style="list-style-type: none"> The timescales required to seek and secure partner funding and or management arrangements for PCCC Day Centres will take time. Timescales for appointing a project team has been reduced. 			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> Set clear deadlines for expressions of interest Establish a project team to manage and deliver the work. Prioritise those areas where expressions of interest have been received. 			Low

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Description of risks			
Risk 4 – Management Arrangements <ul style="list-style-type: none"> All negotiated partnerships should seek to transfer management arrangements from the council to other providers. If the Council continues to manage the services, which in themselves are non-statutory, their potential to diversify and attract alternative sources of funding would be limited. 			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
<ul style="list-style-type: none"> Continue to talk to interested parties about possible partnership arrangements. Work with PAVO to target interested parties with governance and business planning support Provide a realistic offer to provide an incentive for organisations to step forward. There is the potential to formally test the market with assurances around the future funding arrangements, if we do not receive expressions of interest within a set timescale. 			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
NO – only if services are cut then there is likely to be high costs experienced by other parts of the services or council			
Overall Summary and Judgement of this Impact Assessment?			
Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	December 20 th 2016
<p>These proposals are aimed at helping to get to a sustainable and equitable position for older peoples day time activities through joint working and funding of services. The following represents how we may seek to achieve this:-</p> <ul style="list-style-type: none"> Achieving a sustainable and equitable position through long term thinking, supporting prevention and early support with a view to minimising escalating risk and cost and encouraging the development of social enterprise and volunteering. Taking a community focused approach across a range of service themes including health, care, cultural and leisure activities that builds individual and community capacity, supports the concept of community hubs and enriches people’s lives. Promoting good governance by – empowering frontline service delivery, by better business planning, improved co-ordinated and integrated practice, and is creative and flexible in the way it responds to identified need. It will also promote a bottom up approach to strategy development by providing evidence of outcomes and helping to identify gaps in service delivery. Promoting participation by – engaging with service users throughout the process and enhancing their capacity and understanding about their own needs and how to work as part of a team to address them. Respond to ‘what matters’ and increasing the personalised service experience, including the delivery of a service in Welsh if required. Promoting a sense of wellbeing including feel safe and secure by ensuring a 24 / 7 response to low level urgent need. 			

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

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

- Social Services and Wellbeing Act
- Good practice research
- BI Insight
- Individual Assessment Review of each current user and alternative service cost requirements (implemented by the Social Work Team as part of the public consultation)
- Public Consultation Analysis
- ICF Grant Requirements
- Draft Primary Prevention/ Early Intervention Output document – Health and Care Strategy
- Wellbeing and Population Assessment (preliminary work)

9. On-going monitoring arrangements?

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

Project Board and regular Highlight Reports to Prevention and Early Intervention Board and Regional Partnership Board

Please state when this Impact Assessment will be reviewed.

12 months' time (November 2017)

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Dominique Jones		
Head of Service:	Dylan Owen		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	CLlr Stephen Hayes		25/01/2017

FORM ENDS

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Service Area	Adult Social Care	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-36 Learning Disabilities – Remodelling of Day Time Opportunities, including reducing ratio of staff: client support levels, reduction in number of bases and commissioning out of remaining service and expectation from the commissioning exercise that the service will be required to generate % of its operating costs from a social enterprise model of delivery.						
Outline Summary							
<p>The purpose of this project is to propose to the Cabinet that a decision be made to direct the service' future towards a more efficient structure of service delivery, focussed on outcomes for Day & Employment service users across Powys.</p> <p>Budget saving required: 17/18 £480k 18/19 £480k</p> <p>Learning Disabilities – Review and Remodelling of Day Time Opportunities (Day activities) Powys County Council has a County wide Day Service provision for people with Learning disabilities which currently accommodates 289 people. The Council pays for the majority of the Day Service which is delivered 70% in house and 30% by external agencies. The service offers daytime activities in locations across the county both in day service bases and also in the community. With the purpose of enabling individuals to acquire socially valued roles, status and self-esteem, educational and active citizenship skills, as appropriate to their unique needs, wishes and aspirations. The options for remodelling following consultation will include: reducing ratio of staff: client support levels, reduction in number of bases, direct payments;</p> <p>There are three main drivers for this project:</p> <ol style="list-style-type: none"> 1) The Learning disability Commissioning Strategy and accountability framework. 2) Legislation: Section 16 of the Social Services Well-being (Wales) Bill 2014 requires that local authorities are proactive in promoting social enterprises, co-operatives, user led services and the third sector. 3) Finance: Powys Adult Social Care is facing the challenge of just over £12 million service budget reduction over the next 3 years. The Day and employment service has a controllable budget of £ 3.074 million, excluding recharges and an Adult Social Care target for £1.06 million savings has been set from this budget. <p>The project has 3 phases:</p> <ol style="list-style-type: none"> 1. Remodel and externalise Employment Services – Completed October 2016 2. Remodel in house Disability Day Services in the South including 1 external – a mixed model of services will be developed and implemented by March 2017 – agreed by Cabinet in 2016 3. Remodel in house Disability Day Services in the North including 3 external – Due to be heard by cabinet in February 2017. <p>For this phase of the project (phase 2 day services in South Powys) the total budget is £943278 therefore a minimum savings target of £326k has been set for this phase of the project which will be combined with savings from phase 1 of the project and contract reductions outside the project to meet the efficiency target of £480 k for 2017/18.</p>							

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

Version	Author	Job Title	Date
0.1	S Gibbons	Disability Provider Manager – County Wide	04/01/2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>Remodelling of the services in the South will be achieved by working in partnership with other agencies and 3rd sector, reassessing service users' needs and consultation with staff and service users. We aim to reduce down the direct cost of the day time activity services, in particular the buildings and level of support to achieve efficiencies target for 17/18.</p> <p>Current Total cost of LD day services in the South = £943278.</p> <p>These services do have high levels of support and despite this some current day services achieve limited outcomes for this client group in some areas. Remodelling services would allow for revision of the service specification, reassessment of service users where appropriate and better alignment of resources to need.</p> <p>This option agreed by Cabinet in 2016 will deliver the majority the required savings and will also evidence the council responding to the information and responses received through consultation and will align with the council's requirement to support strong communities through individual solutions for different areas.</p> <p>Phases 1 and 2 of this project have already delivered savings, this 3rd phase will deliver significant further savings.</p>	Good	<p>Mixed model of services – This would offer different solutions for different areas.</p> <p><u>Staffing</u> - Analysis of the staff support hours available against what is used shows an excess of 12% on average. Further staffing reduction can be made safely by increasing group support rations and reducing the periods of time for 2:1 and 1:1 outings in the community. Full assessments for every service user are ongoing however it is reasonable to assume that a reduced service can make a saving of 25% on staffing costs (pending confirmation from assessments)</p> <p>External contract would be cancelled and services drawn into the proposal</p> <p><u>Buildings</u> - The service currently runs from 4 different locations with an annual cost for buildings of £16,740 - Reduce building numbers to 2 – The Rhyd and Cyffwrdd.</p>	Good	<p>Re assessment of all service users' needs</p> <p>Staff workshops Consultation with service users</p> <p>Discussions with other providers & 3rd sector.</p>

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>The outcomes for this project align with the Adult social care programme brief:</p> <ul style="list-style-type: none"> •People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice. •People with a learning disability have improved health and wellbeing •People with a learning disability have improved opportunities for valued occupation including paid employment. •People with a learning disability experience smooth and effective transitions from childhood to adulthood. 	Neutral	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Good	<p>Re assessment of all service users' needs</p> <p>Staff workshops Consultation with service users</p> <p>Discussions with other providers & 3rd sector.</p>
Developing the economy	The project may open up opportunities for SME to tender for contracts within Powys to deliver learning disability day time opportunities, cooperatives, and social enterprises if services are tendered out post remodelling.	Neutral	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Neutral	<p>SSWB Act</p> <p>The One Powys Plan Joint Commissioning Strategy: Adults with learning Disability Powys Future Generations Act</p>

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Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	<p>In the Joint Learning disability commissioning strategy we have specifically committed to developing opportunities for work, leisure and learning; goals are specific to this project are as follows:</p> <ul style="list-style-type: none"> •Develop more flexible services across 7 days where possible. •Develop volunteering as a way to learn and support valued citizenship. •Explore use of a wider range of opportunities, including those within universal services. •Work with the third Sector to develop independent options and solutions to service provision. • Develop more social enterprises and trading companies. 	Good	Proactive sharing of information to manage and minimise any negative public views that changes may create.	Good	<p>SSWB Act The One Powys Plan</p> <p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>Future Generations Act</p>

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>This option would not have the capacity to meet the efficiency target set out for 17/18</p> <p>2. This option would require capital funding, therefore is not recommended.</p> <p>3. This option is the same as 2 remaining in house & would also require capital funding. Not recommended</p> <p>4. This option will deliver the majority of the required savings and will also evidence the council responding to the information and responses received through consultation and will align with the council's requirement to support strong communities through individual solutions for different areas. Option 4 is Recommended.</p> <p>5. This option delivers a significant level of savings; in excess of the target point and is also focussed on individual support needs and personal outcomes. The option is however highly disruptive for service users and their families and would be very negatively received. An option to 'do nothing' has not been included as a part of the consultation and options appraisal because the Council cannot offer options to stakeholders that cannot be realistically considered.</p> <p>During consultation a number of additional proposals were put forward to modify Option 4 (mixed model of services) these ideas have been incorporated into this option.</p>	<p>Neutral</p>	<p>Develop more flexible services across 7 days where possible: -</p> <ul style="list-style-type: none"> • Review transport and access to services, • Develop volunteering as a way to learn and support valued citizenship, • Explore how Direct Payments can be used for individuals to work together to develop cooperative solutions to support participation in meaningful activities, • Work with local colleges to improve educational provision. • Explore use of a wider range of opportunities, including those within universal services, • Work with the third Sector to develop independent options and solutions to service provision, • Develop more social enterprises and trading companies, • Develop better links with colleges. 	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys Future Generations Act Stakeholder workshops</p>

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<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	Re-modelling of services is compatible with the corporate objectives, and will deliver some savings and expand opportunities for day opportunities across Powys.	Neutral		Neutral	
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

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Age	<ul style="list-style-type: none"> 83% of the service users are aged between 18-64 11% are aged between 65-74 4% are aged between 75-84 2% are aged over 85 	Good	Provide the option for service users to retire from Day Services at an age they feel is suitable to them.	Good	In line with SSWB Act
Disability	All clients (100%) have a disability due to the specific purpose of the service. This is significantly higher than the national average (11.9%). The statistics published by Daffodil show that 2.45% of the population in Wales have a learning disability, and on average between men and women 14% have a limiting physical disability	Good	Service users with a disability will continue to receive a service to meet their needs.	Good	In line with SSWB Act
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	The national household census 2011 indicates a black and minority ethnic group percentage in general households as 3% so there is a slightly lower representation within services for people with learning disabilities. This is however reflective of local population in the area.	Neutral		Neutral	
Religion or belief	<p>Religion</p> <ul style="list-style-type: none"> 18% of service users are church of England 13% Church of Wales 3% Roman Catholic 1% Jehovah witness 1% Baptist 2% other unspecified religion 62% did not record a religion 	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

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Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>Do things in pursuit of the economic, social, environmental and cultural well-being of Wales in a way that accords with the sustainable development principle.</p>	<p>Neutral</p>	<p>Development of the service would improve opportunities for service users across adult and young people's services, would reduce the need to purchase more traditional services and enhance independence.</p>	<p>Very Good</p>	<p>Wellbeing Act supports participation in work, and advocates early Intervention / prevention. Therefore the service needs to diversify to provide for all disability services.</p>
<p>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>This gives the opportunity to the Council to work in partnership with organisations who have the expertise in this particular field.</p>	<p>Good</p>	<p>Develop and deliver in collaboration with providers a comprehensive staff development programme: -</p> <ul style="list-style-type: none"> • Ensure our tender processes, contracts and contract monitoring processes include specific requirements relating to staff training and development, • Implement the Welsh Government Carers' Strategy (Wales) Measure, linked to the implementation of local strategy <p>Ensure that when we make changes to services or commission new services we engage and consult with the people who are affected by the changes and make sure that they are informed.</p>	<p>Very Good</p>	<p>Outcomes from County wide consultation indicate that the service needs to be re- modelled. Discussions have identified a number of areas of possible service development in Powys.</p>

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>We think it is important that the key priorities reflect what people told us was important to them in the consultation, and draw upon what we know about services currently. At the same time, we have to be mindful of the current financial context. This means we have to continue to look at cost effectiveness and value for money, and it may require that there are further choices made about prioritisation in the future, so we also need to ensure there are arrangements for future consultation and co-production. We can also draw upon examples of good practice from elsewhere to help us develop and improve our services.</p>	<p>Good</p>	<p>Continue with the Learning Disability Forum with service user and carer representation as the main partnership forum for discussion and deliberation. Use person centred approach to planning and create opportunities for people to engage in forums and focus groups to influence how services develop.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys SSWB Act The One Plan Powys</p>
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>Make resources available to support advocacy services and improve them. Further develop our person centred care planning. Continue to develop direct payment opportunities and opportunities for people to use assistive technology. Look at the way we commission services and build flexible options into our contracts. The proposed outcomes from this project align to the One Powys Plan: People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p>	<p>Good</p>	<p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with The Social Services and Wellbeing Act 2014.</p>	<p>Very Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys SSWB Act The One Plan Powys</p>

Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>Specific to the Integrated Regional Partnership Board Programme Brief: People with a Learning Disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice</p> <p>The proposed outcomes from this project align to the One Powys Plan: People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p>	<p>Good</p>	<p>Develop effective and efficient care pathways from universal services through to acute provision, through managing demand for the whole population. Equity of access – ensuring that the resource requirement and true service cost is fully understood Partnership and collaboration which are essential with key partners Generating income where enhanced services can be delivered. Understanding the “market” i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services. Understanding the unit cost of an individual accessing social care.</p>	<p>Very Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act The One Plan Powys</p>

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The outcomes for this project also align with the Adult Social Care programme brief.</p>	<p>Neutral</p>	<p>The project has been identified in the Regional Partnership Board, joint commissioning strategy for adults with learning disabilities to further develop employment opportunities.</p> <ul style="list-style-type: none"> • The targets and guidance as follows:- • HASCILB Programme Brief Learning disabilities. • People’s needs are met in the least restrictive settings as possible and their social inclusion and economic participation is fully promoted. <p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with The Social Services and Wellbeing Act 2014.</p>	<p>Neutral</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act The One Plan Powys</p>
<p>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>Adult Protection within Powys is currently monitored and managed through the Adult Protection Committee that has instigated a number of projects with third sector agencies to work with service users and members of the community to develop specific Keeping Safe courses.</p>	<p>Good</p>	<p>We need to be more robust in monitoring all services to make sure people are safe and Powys County Council have recently agreed to put more funding into this service so that we can check that people are getting the right quality of service to meet their needs and that they are being supported to be safe in their communities.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>SSWB Act The One Plan Powys</p>

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	A percentage of the workforce in the day services will be redeployed or offered redundancy to meet efficiencies required	Poor	Close work with finance colleagues to get correct budget information. Strong and Effective change management.	Poor	PCC change management policy. Redeployment Redundancy Policy

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Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Due to the tight time frame for the project there is a risk of not completing all work streams within the required time frame			
The high level of savings required from the learning disability budget (1/3 of overall costs)			
Political pressure to retain services when stakeholders complain about the potential changes			
Corporate decision to top slice 8% from all budgets for pensions will impact on this project due to reduction in the overall budget available to every service. Corporate decision making through the life of the project can have significant impact on the ability of the project team to deliver on outcomes			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Thorough engagement with all departments, councillors and senior managers to ensure full understanding of project pressures and parameters from the beginning to ensure departmental delays don't contribute to project deadlines being missed.			Medium
Close work with finance colleagues to get correct budget information. Strong and Effective change management. Open approach to all options from governance structure.			Medium
Ensure Councillors and senior managers are made fully aware of the impact and importance of achieving the project			Medium
Early information regarding corporate decisions which will impact on service budgets will enable the project team to factor issues in where possible however as with the 8% reduction often this will still mean a significant increase to the impact of reductions within the services.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Services for people with disabilities will be provided in a different way through collaboration & joint working with other providers. Services will receive an agreed level of support hours to work within. Although there will be a reduction in staffing hours, using a flexible approach to service provision will ensure each individuals needs and outcomes are met.	

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

What additional evidence and data has informed the development of your proposal?
Consultation outcomes with service users, staff and stakeholders.

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Project Board Meetings
Please state when this Impact Assessment will be reviewed.
April 2017

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sandra Gibbons		06/01/2017
Head of Service:	Louise Barry		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	CLlr Stephen Hayes		25/01/2017



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Service Area	Children's Services	Head of Service	Carolann James	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-43 LAC budget						
Outline Summary							
Re-Structure of the Fostering Team ensuring that new foster carers are identified and assessed in a timely manner and that those caring for children and young people with complex and challenging needs are provided with additional support. This re-structure will allow the service to develop of in house service provision to reduce IFA / residential placements. Development of the in house Fostering Service to reduce the need to place children/young people with complex needs and challenging behaviour being placed with high cost Independent Fostering Agencies and in Residential Care. A saving of £32,000 has been identified for 2016/17, with further saving to be made in 17/18 and 18/19.							

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	20.11.15

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Children's Services have remodelled their fostering service with a view to being able to provide in house foster placements to young people with Complex needs and challenging behaviours, avoiding the need to place them with high cost Independent Fostering Agencies and Residential Placements, reducing the overall cost of the Looked After Children budget.	Good	Children and Young People who are currently placed in high cost residential provision will, wherever possible, be moved to foster placements. Additional support will be provided to Carers such as peer mentoring. In order to develop this further the Fostering needs to actively use new methods of recruiting foster carers, including the use of social media such as Facebook, use of digi stories etc.	Good	a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Providing Foster Placements that are Local to the child's home is critical to achieving this goal. This would allow young people who are not able to live at home with their parents an opportunity to remain within the community in which they have grown up, maintaining contact with friends and remaining in the same school.	Good	<p>Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs.</p> <p>Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements.</p> <p>Having a supply of experienced and supported in house foster placements enables us to better match children's placement needs at the point of placement improving placement stability issues as well as minimising placement breakdowns.</p> <p>Development of rapid response respite provision for children who require respite within family placements.</p> <p>Improved marketing and recruitment for in house foster carers was introduced earlier in July 2016 which has led to 31 new enquiries since the change as compared to approximately 10 carers in the same period prior to</p>	Good	<ul style="list-style-type: none"> a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
			the change in this marketing strategy. Review of Carers allowances and additional needs payments to ensure allowances are equitable and there is capacity for enhancement as necessary. Improved assessment and approval pathways of foster carers enables a timelier bank of in house carers being available for our children. Utilising skilled and experienced staff to support in house carers with placements of children with more challenging behaviours. Evidence Based Interventions will be utilised to support in house placements as described in the attached appendix		
Developing the economy	No impact	Neutral		Neutral	

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	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.	Good	<p>Children's Services have developed a three tier model for its foster carers, which recognises that training, experience and development of key skills are key in enabling foster carers to offer placements to young people with complex needs.</p> <p>Continued Monitoring and Reviewing of High Cost Residential Placements (by senior managers, Independent Reviewing Officers and Social Workers) ensuring wherever possible, plans are developed for these young people to move back into identified foster placements.</p> <p>Having a supply of experienced and supported in house foster placements enables us to better match children's placement needs at the point of placement improving placement stability issues as well as minimising placement breakdowns.</p> <p>Development of rapid response respite provision for children who require respite within family placements.</p> <p>Improved marketing and recruitment for in house foster carers was introduced earlier in July 2016 which has led to 31 new enquiries since the change as compared to approximately 10 carers in the same period prior to</p>	Good	<ul style="list-style-type: none"> a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
			the change in this marketing strategy. Review of Carers allowances and additional needs payments to ensure allowances are equitable and there is capacity for enhancement as necessary. Improved assessment and approval pathways of foster carers enables a timelier bank of in house carers being available for our children. Utilising skilled and experienced staff to support in house carers with placements of children with more challenging behaviours. Evidence Based Interventions will be utilised to support in house placements as described in the attached appendix		

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement

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

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<i>Opportunities for persons to use the Welsh language</i>	<p>All information is available through the medium of Welsh.</p> <p>The Fostering Service have access to staff who can communicate through the medium of Welsh.</p> <p>Children that are placed in Wales will have the opportunity to use or learn Welsh.</p>	Good	<p>The Fostering Service will need to identify Welsh speaking carers who could care for children and young people whose first language is Welsh. The Fostering Service will actively seek to recruit carers who can communicate in Welsh. Fostering Service to ensure that Welsh Speaking staff attend Recruitment events.</p>	Good	<p>We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.</p>
<i>Treating the Welsh language no less favourable than the English language</i>	<p>The Fostering Service will need to ensure that whenever requested Assessments of carers can be undertaken in Welsh. All relevant materials are available in Welsh. The Fostering Service will arrange Foster Carer support groups for Welsh speaking carers when required.</p>	Good	As above	Good	As above
<i>Opportunities to promote the Welsh language</i>	All promotional and recruitment materials will be bi-lingual.	Good	As above	Good	As above
<i>Welsh Language impact on staff</i>	Staff within the Team will be actively encouraged to learn Welsh.	Good		Good	
<i>People are encouraged to do sport, art and recreation.</i>	By maintaining young people within their local community wherever possible, they will have the opportunity to continue to participate in sports and recreation enjoyed before they became Looked After.	Good	<p>Foster Carers receive an allowance and will be expected to promote access to sports, art and recreation.</p>	Good	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Foster Carers will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this	Neutral	<p>The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of its work. The proposed cuts will not impact upon this.</p>	Neutral	Social Work Code of Conduct

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<i>Disability</i>	Foster Carers will not be disadvantaged on the basis of disability - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Gender reassignment</i>	Foster Carers will not be disadvantaged on the basis of gender reassignment - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Marriage or civil partnership</i>	Foster Carers will not be disadvantaged on the basis of marital status - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Race</i>	Foster Carers will not be disadvantaged on the basis of race - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Religion or belief</i>	Foster Carers will not be disadvantaged on the basis of Religious beliefs - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Sex</i>	Foster Carers will not be disadvantaged on the basis of sex - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Sexual Orientation</i>	Foster Carers will not be disadvantaged on the basis of sexual orientation - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct
<i>Pregnancy and Maternity</i>	Foster Carers will not be disadvantaged on the basis of being pregnant - The proposed cuts will not impact upon this	Neutral	As above	Neutral	Social Work Code of Conduct

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Children's Services Looked After Children budget is a very high cost area and these costs can be volatile, as accommodating a child can play a central role in preventing a child suffering significant harm.	Unknown	By reducing the number of Children in high cost placements the service will be in a position to continue to deliver an Early Intervention and Prevention agenda, which in turn will reduce escalation of need.	Good	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	The remodelling of the fostering service has been undertaken with a view to preventing young people who have experienced significant trauma and rejection in their lives, problems from being exacerbated by being placed with foster carers who do not have the skills and knowledge to meet their needs, leading to further trauma and rejection (as placements break down) and their needs escalating.	Good	An In depth package of training will be available to our foster carers to ensure they have the skills and knowledge required to care for young people with complex needs and challenging behaviour.	Good	<ul style="list-style-type: none"> a) Performance Information. b) Looked After Reviews c) Placement Strategy d) Recruitment Strategy

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
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.	Foster Care plays a key role in Children's Services response to ensuring that children and young people do not suffer abuse and neglect. The development of the service will ensure that we have sufficient numbers of foster carers, with the skills and knowledge to meet the needs of children and young people in Powys.	Good	Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.	Good	a) Performance Information b) Placement Strategy c) Recruitment Strategy
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.	Good	Fostering Service are targeting the recruitment of Cares to meet the current priority need of Children and Young People with complex needs and challenging behaviour.	Good	a) Performance Information b) Placement Strategy c) Recruitment Strategy
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Unable to recruit enough Foster Carers with the skills to care for children with very complex and challenging behaviours.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Alongside the actions highlighted above, we will continue to work closely with the 4C's who provide a Framework for commissioning services with Independent Fostering Agencies and Residential Providers.			Medium
Further Development of our Recruitment Strategy.			Medium
Development of the Powys Access to Services Panel to ensure we target resources to Young People to those at greatest risk.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
When children are placed outside of Powys, this also has an impact on Education as they remain responsible for ensuring that the young person's educational needs are met.			

Overall Summary and Judgement of this Impact Assessment?

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

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

What additional evidence and data has informed the development of your proposal?
BAAF Journal (Volume 38 July 2014) Olivia Octoman and Sara McLean they describe a number of measures that foster carers identified as Extremely Helpful – Moderately Helpful when caring for children with complex needs and challenging behaviours.

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<ol style="list-style-type: none"> 1) Performance Management Information. 2) Corporate Parenting Reports 3) Foster Panel Minutes 4) Powys Access to Services Panel (PASP) 5) Multi-Agency Approval Panel (MAAP)
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		
Head of Service:	Carolann James		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	Cllr Graham Brown		26/01/2017

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Service Area	Corporate	Head of Service	Jane Thomas	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones
Policy / Change Objective / Budget Saving	1718-60 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, as income streams are identified.							

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

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead – Finance	11/12/2015
1.2	Jane Thomas	Acting Head of Financial Services	09/12/2016

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Income management is one of the key cost improvement schemes for the Council, this will contribute to the budget shortfall and help sustain services.	Very Good	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out	Very Good	Budget Principles and Cost improvement themes
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	This objective contributes to this goal from an efficient use of resources perspective.	Very Good	Detailed proposals will be forwarded as specific areas are identified and further impact assessments are carried out. Business Cases will be developed.	Very Good	Budget Principles and Cost improvement themes
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	No impact	Neutral		Neutral	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Failure to identify income streams			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		
Mitigating Actions			Residual Risk (after mitigation)
Development of Business Cases as opportunities are identified, impact assessment of each case.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes has potential to impact across all services			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Impact Assessments will be carried out alongside individual business cases for each Income opportunity identified and developed.	

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

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

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress reported at Cost Improvement Board
Please state when this Impact Assessment will be reviewed.

10. Sign Off

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



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Medium Risk Impact Assessments

- 1718-05 Withdraw from Village Halls
- 1718-12 Staff Reduction – Natural Wastage and ongoing Staff Restructure
- 1718-13 Fleet / Transport
- 1718-19 Business Support (New Model)
- 1718-37 Reduce in admissions to residential care
- 1718-38 Right sizing high cost placements
- 1718-39 LD Supported Living
- 1718-40 Community Care Packages
- 1718-42a Bannau / Camlas
- 1718-42b Bannau / Camlas (Income)
- 1718-44 Fostering Team – realignment
- 1718-45 Children's Services New Model
- 1718-54 Income Saving from PWC Review

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Service Area	Regeneration, Planning and Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Tony Thomas
Policy / Change Objective / Budget Saving		1718-05 Withdraw from Village Halls					
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. This IA refers to the removal of the existing 50% grant that will be removed 31 st March 2017.							

1. 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
V2	Jenni Thomas	Regeneration Manager	08/12/16

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This will deliver the budget reductions required. However there could be an impact on the community delivery project.	Good		Good	Customer feedback
Supporting people in the community	Local village hall / community centres 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.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. No other revenue funding available.	Poor	Annual statistical information from each form within the revenue scheme, including audited accounts

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	More money is kept within the local area as services are available locally. Functions held in the halls use local traders i.e. catering	Very Poor	A damping scheme was introduced for 2016/17 to try 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.	Poor	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.
Learning	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 ceases courses.	Very Poor	A damping scheme was introduced for 2016/17 to try 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.	Poor	Annual log of activities and usage hours.

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	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.	Very Poor	A damping scheme was introduced for 2016/17 to try 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.	Poor	Annual log of activities and usage hours.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	A range of activities, including fitness classes are held in the halls providing physical and mental wellbeing.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Poor	Annual log of activities and usage hours.

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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Halls provide a community hub and make the area more attractive to people.</p>	<p>Very Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close, potentially leading to rural isolation. Withdrawal of funding will encourage communities to be more pro-active and undertake fund-raising which would have a positive impact on community cohesion.</p>	<p>Neutral</p>	<p>Annual log of activities and usage hours.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>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>	<p>Poor</p>	<p>A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.</p>	<p>Neutral</p>	<p>Welsh language usage data</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Welsh language usage data</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>The closure of local halls may make it more difficult for people to participate through the Welsh language.</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Welsh Language usage data</p>
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Halls provide opportunities for cultural, arts and sports activities.</p>	<p>Poor</p>	<p>As above</p>	<p>Neutral</p>	<p>Activity logs and usage data</p>

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A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	Potentially older people would be less able to access services and activities.	Poor	Review of day time activities project is currently undertaking work to understand users and groups that are held at village halls	Poor	
Disability	Potentially people with disabilities would be less able to access services and activities.	Poor	As above	Poor	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	If a hall closes then it is likely to remain closed with the resulting loss to the community.	Very Poor	A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Poor	Activity logs and hours used data
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	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	Poor	As above	Neutral	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Letters previously sent to all village hall committees informing them of the future cessation of funding. A second letter confirming withdrawal of funding has also been sent.	Good		Good	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
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.	Poor		Poor	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

Impact on Service / Council	Risk to delivery of Policy / Change Objective / Budget Saving	Inherent Risk
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Medium	Medium	Medium
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6. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks			
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.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
A damping scheme was introduced for 2016/17 to try to alleviate some of the negative impacts			Medium
Encourage Community Centres to increase funding			Medium
Encourage Community Councils to increase fund raising for their Community Centres			Medium
Encourage Community Centre Management Committees to review their Business Models			Medium
Act as a forum for best practice for fund raising			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Council services run through community centres.			

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7. Overall Summary and Judgement of this Impact Assessment?

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.		

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

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.

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.
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		8 th December 2016
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Tony Thomas		27/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt Cllr John Powell
Policy / Change Objective / Budget Saving	1718-12 Staff Reduction – Natural Wastage and ongoing Staff Restructure						
Outline Summary							
Business support (£60k)							
Resource has already transferred into service. Further reductions to the business support team are not considered achievable and the service will try to deliver the savings from within the service. This will involve a further review of the support required at some of the depot locations.							
Staff reductions (£200k)							
Whilst significant savings have been made in the staffing budget this further saving is required to meet the MTFs. This saving has focussed on managerial savings and is in part already met as savings have been overachieved with 15/16. Further savings are to be made but they are unlikely to meet the full amount required so the service intends to meet these costs internally.							

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

Version	Author	Job Title	Date
1	Nigel Brinn	Head of Service	09/12/16

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Less resource deployed to manage admin and managerial function.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Reduction in workforce may impact on local economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A reduction in the workforce will potentially have a negative impact on the economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	All changes will follow the adopted PCC policy on the Management of Change and will therefore ensure the protection of staff's protected characteristics where appropriate.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This is medium to short term solution to deal with the requirements of the MTFs.	Unknown		Unknown	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty:					
Prevention, including helping people into work and mitigating the impact of poverty.	Potential detrimental impact on staff and their household incomes.	Unknown		Unknown	
Safeguarding:					
Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	

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

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

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

Description of risks			
Failure to achieve savings			
Detrimental impact on operational service delivery			
Disruption to service, management resource required, morale and lack of resilience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify savings target as an MTFS pressure for 17/18 and look to address within the service area budgets.			Medium
Need to adequately plan any changes to ensure that the impact is minimalised.			Medium
Again the project needs to be carefully implemented to minimise the residual impact.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Only the support services to HTR will be directly affected such as finance, HR, payroll.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The detail of the project is only at concept/preliminary stage at present but will be carefully monitored as progression commences.	

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

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

Not at this stage

9. On-going monitoring arrangements?

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

There will be no further reviews of the service impact but personal impacts will be picked up at IPR's etc.

Please state when this Impact Assessment will be reviewed.

At appropriate times during the project development.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Brinn		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017
	Cllr John Powell		24/01/2017

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Brunt
Policy / Change Objective / Budget Saving		1718-13 Fleet/Transport – Review of targets					
Outline Summary							
<p>Meeting the MTFS savings target for FY 16/17 (£100k), FY17/18 (£100k) and FY18/19 (£100k). The principal issue is the progression of phased changes to rationalise the Integrated Transport Unit (ITU) workshop structure and the staffing levels therein, to reflect the reduced fleet size and to deliver a more resilient service to enhance the operational availability of mission-critical vehicle and plant assets.</p> <p>Fleet workshop rationalisation</p> <p>At the start of 2015, Fleet maintenance/repair activity was carried out in 6 separate buildings located at 5 different depots. The first phase of the rationalisation was completed on 02.04.16, with the closure of the vehicle workshop at Penybont depot. That change was covered by Version 1 of this impact assessment, issued on 29 October 2015. The full-year savings amount to £107k and thus have met the MTFS target for FY16/17 of £100k. The major change associated with the implementation of the second phase of rationalisation is the proposed closure of the plant workshop at Llandrindod Wells (Unit 1, Ddole Road). This phase was launched in November 2016 via an informal staff consultation process. Formal consultation is expected to take place in January 2017 and thus it is envisaged that the second phase will be implemented during the latter part of Q4 2016/17. Annual savings from this phase are estimated at £80k. There are numerous minor changes associated with the second phase, which are critical if the Fleet component of ITU is to effectively meet the demands that will arise from the working pattern change to be implemented in Waste & Recycling and the need to ensure that the ITU can provide a suitably responsive and resilient service. One of these minor changes will be the cessation of plant equipment maintenance activity at Welshpool depot, this task will transfer to Newtown. Consequently the second phase of rationalisation will reduce the number of buildings used for Fleet maintenance to three on two sites (Newtown & Brecon [the latter is provided with separate vehicle and plant workshops]).</p> <p>On 26 February 2016, full Council ratified the inclusion of the sum of £2.5m in the capital budget. This provision is intended to fund the acquisition of a suitable single site in the centre of the County and the construction of a purpose-built Transport workshop, with an opportunity to share the building and thus capital and operating costs with Mid and West Wales Fire Service. At the time of writing, a detailed business case is under development. Provisionally, it is considered that there will be savings opportunities arising which may be sufficient to meet the MTFS target for 2018/19. At the time of writing, a full business case is in course of preparation; this includes consideration of the cost of refurbishment of the existing facilities. The Fleet 'back office' team re-located to County Hall on 23 July 2016 from Unit 1, Ddole Road, Llandrindod Wells. With all ITU office staff now co-located, there is an opportunity to reduce costs whilst enhancing business resilience. One member of staff retired at the end of October 2016 and this vacancy will be surrendered, offering a full-year saving in 2017/18 of approximately £25k based on SCP20 (including employment overheads).</p> <p>Commercial vehicle and mobile plant fleet</p> <p>Since 2013, a progressive rationalisation of the commercial vehicle fleet has taken place, with over 100 vehicles being identified as surplus and subsequently sold. The focus is now on the replacement of those remaining assets and with confirmation that adequate capital resources are available, a phased replacement programme has commenced. The initial focus has been on the acquisition of mobile plant assets to significantly reduce revenue expenditure on external hire. The emphasis then shifted to the specification and the procurement of specialised vehicle asset types with the longest-lead times. More recently the procurement process has commenced for a range of less specialised vehicles and the first of these are entering service at the time of writing. The rationalised commercial vehicle and mobile plant fleet contains a significant number of assets that are over-life. Replacement of these is now critical to ensure that current levels of revenue expenditure on repairs and maintenance can be reduced in order to help meet the MTFS financial target, hence the current asset replacement programme. In particular, there must be a reduction in revenue spend on spare parts and external contractors.</p>							

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

Version	Author	Job Title	Date
1.1	Stephen Offley	Senior Manager Integrated Transport Unit	29/10/2015
2	Stephen Offley	Senior Manager Integrated Transport Unit	05.01.2017.

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	It is essential that ITU workshops are rationalised (reduced in number) so that they can better meet the increased demands placed upon them by changes to the requirements of the business, principally driven by changes to front-line service delivery, especially revised work patterns planned by Waste & Recycling (W&R) and which may be implemented by other services in future. Reducing the footprint of workshops in depots will provide opportunities for the consolidation of those depots.	Good	Take steps to minimise loss of skilled staff to maintain organisational technical capability – consultation, provision of Disturbance Allowance	Good	Consultation with internal client managers
Supporting people in the community	No impact envisaged	Neutral		Neutral	
Developing the economy	Maintaining the capability to maintain and repair specialist heavy vehicles in the County is of strategic importance, not only to provide resilient, responsive support to critical front line Council services, but also to avoid the routine export of such work cross-border which would be necessary if no suitable premises/skills are available, or if a decision was taken to fully outsource Fleet maintenance and repair activity.	Good	Workshop rationalisation process is phased. The centralised workshop concept is supported by the Fire service and joint operation will provide a more resilient facility.	Very Good	Local market knowledge. Regular and effective liaison with partnering organisation.

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Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	Workshop teams currently includes motor vehicle apprentices. No change to this arrangement is envisaged.	Good	It is intended to continue with the apprentice training programme to support an effective workforce succession planning process. Whilst permanent posts cannot be guaranteed for qualifying apprentices, the specialist knowledge they gain during their training programme with PCC makes it highly desirable that they are offered permanent contracts once they qualify.	Good	Current workforce demographic is relatively aged

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Workshop rationalisation can be expected to increase productivity and to enhance employee safety, whilst a centralised modern building will offer reduced energy consumption and thus reduced carbon footprint.	Good	Where cost-effective, installation of on-site renewable energy generation, as a vehicle workshop is a relatively energy-hungry building (heating, lighting, ventilation, air compression).	Very Good	Industry knowledge. Civil engineering colleagues

<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Maintaining the capability to maintain and repair specialist heavy vehicles in the County is of strategic importance, to ensure critical front line services enjoy resilient support. It is also important to avoid the routine export of such work cross-border which would otherwise be necessary if no suitable premises are available. Outsourcing would have consequent environmental impact from additional road fuel usage, coupled with a significant diminution of the essential diagnostic, mechanical, hydraulic and electrical engineering skills which are currently available inside the County boundary.</p>	<p>Good</p>	<p>Construction of up-to-date, safe premises and thus attractive working environment which will help to retain the existing skill base whilst attracting others with the necessary skills.</p>	<p>Good</p>	<p>As above</p>
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The construction of a modern workshop will enhance employee safety and provide a more attractive working environment.</p>	<p>Good</p>	<p>Some additional travel will be required with a centralised workshop. The estimated cost of this forms part of the formal business case. The associated environmental effects will be minimised by the acquisition of modern, low-emission vehicles as part of the current Fleet replacement programme.</p>	<p>Good</p>	<p>As above</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	

<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The construction of a centralised modern building will offer reduced energy consumption and thus reduced carbon footprint.</p>	<p>Good</p>	<p>Some additional travel will be required with a centralised workshop. The estimated cost of this forms part of the formal business case. The associated environmental effects will be minimised by the acquisition of modern, low-emission vehicles as part of the current Fleet replacement programme. Installation of on-site renewable energy generation will reduce the current level of reliance on fossil fuels (e.g. heating oil, natural gas).</p>	<p>Good</p>	<p>As above</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact envisaged</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

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Age	The current workshop staff demographic is relatively aged. The construction of a modern workshop will provide an attractive technical working environment which in future will help to attract a more diverse workforce and thus help to deliver a resilient and more sustainable service.	Good	Provision of Disturbance allowance will help maintain existing skill base. Encouragement of car sharing will mitigate impact of increased travel for those staff.	Good	Employment statistics Industry knowledge
Disability	No impact envisaged	Neutral		Neutral	
Gender reassignment	No impact envisaged	Neutral		Neutral	
Marriage or civil partnership	No impact envisaged	Neutral		Neutral	
Race	No impact envisaged	Neutral		Neutral	
Religion or belief	No impact envisaged	Neutral		Neutral	
Sex	The current Fleet workshops teams (24 people) are all-male at the time of writing, whilst the remainder of the ITU team is split 13 female/8 male. The construction of a modern workshop will provide an attractive technical working environment which in future will help to attract a more diverse workforce.	Good	Recruitment policy considers only the most suitable person for the job. Engagement of female applicants for apprentice training will be actively encouraged.	Good	Employment statistics
Sexual Orientation	No impact envisaged	Neutral		Neutral	
Pregnancy and Maternity	No impact envisaged	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The phased approach to workshop rationalisation with the goal of a new centralised facility is absolutely aligned with this principle. Short/medium term benefit enhanced by long-term resilience.	Good	Provision of Disturbance allowance will help maintain existing skill base. Encouragement of car sharing will mitigate impact of increased travel.	Good	Industry knowledge
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The shared risk approach to operation of a centralised workshop is aligned with this perspective.	Good	Development of joint working will minimise visual and environmental impact	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
Involvement: <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> Communication and Engagement	All employees affected by planned/proposed changes will be consulted in accordance with the Management of Change process.	Good	Effective communication process, e.g. via regular internal newsletter, special bulletins and briefings. Provision of Disturbance allowance will help maintain existing skill base.	Neutral	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The rationalisation of workshops impacts on Prevention by ensuring that the strategic capability to maintain light, specialist and heavy vehicles and plant does not deteriorate and is actually rendered more resilient in future. This resilience can be expected to directly benefit critical front-line service delivery by enhancing quality whilst reducing cost.	Good	See all mitigating actions above	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	The shared risk approach to operation of a centralised workshop (i.e. joint construction & operation with the Fire Service) is fully aligned with this perspective. PCC workshops currently maintain all 28 Powys teaching Health Board vehicles and up to 40 Welsh Ambulance Service Trust ambulances on a pay-one-use basis.	Good	Seek opportunities for undertaking a greater volume of rechargeable work than is currently the case (current external income, approximately £40k p.a.).	Good	Industry knowledge; consultation with PCC peers and colleagues working for other governmental organisations with light and heavy vehicle fleets
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The rationalisation of workshops impacts on Preventing Poverty by ensuring that the strategic capability to maintain light, specialist and heavy vehicles and plant is more likely to remain within Powys, as it creates jobs. The current staffing level of ITU workshops is 24. A number of the roles located in County Hall support the workshop operation.	Neutral	Continue the current apprentice training programme, expanding where budget and logistics makes this appropriate	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service
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 envisaged	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact envisaged	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	The phased approach to workshop rationalisation is designed to minimise the impact on the Fleet workforce whilst enabling others in front-line services to complete their operational tasks more efficiently and at lower cost in financial and environmental terms. In the long term this programme will safeguard jobs.	Good	Effective communication process, e.g. via regular internal newsletter, special bulletins and briefings. Implementation of Management of Change process. Provision of Disturbance allowance to help with cost of relocation of work place and maintain existing skill base.	Good	Industry knowledge; consultation with PCC peers and colleagues in the Fire Service

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

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

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

Description of risks			
Possible loss of skilled staff due to relocation of work place.			
Inability to support pattern working and internal clients if change is not implemented.			
Service resilience will be enhanced by increasing the number of staff at the remaining locations.			
The main financial risks are being identified via the development of s detailed Business Case.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Business case, consultation, development of resilient solution			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
The changes will positively impact all functional clients that use commercial vehicles and especially W&R and HGSS. Liaison with peers in those client functions has helped to shape the changes.			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Rationalisation of ITU workshops will better concentrate people resource to enable the delivery of a more flexible, resilient and higher-quality service to client functions at a lower overall cost. It will also protect and minimise the diminution of employment within the County and consequent skill loss through any future inability to deliver service at competitive cost with consequent cross-border outsourcing of heavy/specialist vehicle maintenance.	

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

What additional evidence and data has informed the development of your proposal?
Cabinet Report - 14 July 2016. Minutes of Project Board meetings (see below)

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Project Boards were implemented in May 2016. These Boards are 'Fleet Transformation' and 'Centralised Fleet Workshop' respectively – both of which meet monthly and are chaired by Head of Service; the latter includes representation from Mid-and West Wales Fire & Rescue Service.
Please state when this Impact Assessment will be reviewed.
Monthly basis via Fleet Transformation Project Board.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	S H Offley		
Head of Service:			
Strategic Director:			
Portfolio Holder:	ClIr John Brunt		25/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt Cllr John Powell
Policy / Change Objective / Budget Saving	1718-19 Business Support – (New Model)						
Outline Summary							
Business support (£60k)							
Resource has already transferred into service. Further reductions to the business support team are not considered achievable and the service will try to deliver the savings from within the service. This will involve a further review of the support required at some of the depot locations.							
Staff reductions (£200k)							
Whilst significant savings have been made in the staffing budget this further saving is required to meet the MTFs. This saving has focussed on managerial savings and is in part already met as savings have been overachieved with 15/16. Further savings are to be made but they are unlikely to meet the full amount required so the service intends to meet these costs internally.							

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

Version	Author	Job Title	Date
1	Nigel Brinn	Head of Service	09/12/16

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Less resource deployed to manage admin and managerial function.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	Reduction in workforce may impact on local economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	A reduction in the workforce will potentially have a negative impact on the economy.	Unknown	All redeployment opportunities will be considered.	Unknown	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	All changes will follow the adopted PCC policy on the Management of Change and will therefore ensure the protection of staff's protected characteristics where appropriate.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown		Unknown	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This is medium to short term solution to deal with the requirements of the MTFs.	Unknown		Unknown	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty:					
Prevention, including helping people into work and mitigating the impact of poverty.	Potential detrimental impact on staff and their household incomes.	Unknown		Unknown	
Safeguarding:					
Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	All staff and managers involved will be engaged with the MoC process as necessary.	Unknown		Unknown	

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

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

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

Description of risks			
Failure to achieve savings			
Detrimental impact on operational service delivery			
Disruption to service, management resource required, morale and lack of resilience			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify savings target as an MTFS pressure for 17/18 and look to address within the service area budgets.			Medium
Need to adequately plan any changes to ensure that the impact is minimalised.			Medium
Again the project needs to be carefully implemented to minimise the residual impact.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Only the support services to HTR will be directly affected such as finance, HR, payroll.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The detail of the project is only at concept/preliminary stage at present but will be carefully monitored as progression commences.	

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

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

Not at this stage

9. On-going monitoring arrangements?

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

There will be no further reviews of the service impact but personal impacts will be picked up at IPR's etc.

Please state when this Impact Assessment will be reviewed.

At appropriate times during the project development.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Nigel Brinn		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017
	Cllr John Powell		24/01/2017

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Service Area	Adults	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving		1718-37 reduce in admissions to residential care by 10%					
Outline Summary							
Reduce long term admissions to residential care by 10% by maximising usage of community assets and strength based model, which utilises preventative support. For example, technology, extra care schemes and reablement.							

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

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational services	19/12/16

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

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Greater utilisation of community support and short term terms services i.e. reablement / technology will need to be delivered to achieve this.	Good	There will need to be robust modelling to ensure that this objective is fulfilled so that a negative impact on domiciliary care provision is not experienced.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence.	Very Good	There will need to be a mixed economy of provision to ensure that needs can be meet safely	Very Good	
Developing the economy	There will need to be greater utilisation of community / third sector and independent providers of care. However, work will need to be undertaken with care home providers to adapt modelling to the changing demographics and policy.	Unknown		Unknown	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting their needs.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for older people who prefer to stay in a setting familiar to them e.g. their own homes.	Good		Good	
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working will be key to the delivery of this objective, through integration and working with providers and other third sector partners.	Good		Good	
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive support.	Good		Good	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	As we further our integrated programme, multi-disciplinary staff will work together to implement the delivery of the Social Services and Well-being (Wales) Act.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Socio economic opportunities may arise within communities to support people at home via third sector organisations / private providers	Unknown		Unknown	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral	Ensure robust assessment undertaken to safely deliver mixed economy of provision and promote positive risk taking.	Good	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Risk that the cost of delivering support at home has a negative effect on the ASC budget as a whole			
Risk of the external care home market shrinking			
Additional potential strain on domiciliary care			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Robust budget modelling to be undertaken to look at what can realistically be delivered at home (mixed economy of care) to ensure sustainability, keep service users safe and deliver savings.			Medium
Work with external providers to re-model business to focus on different delivery and retain sustainability			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
This will have a positive effect on citizens to support them to remain independent in a more familiar setting and is in line with the delivery of the Social Services and Well-being (Wales) Act.		

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

What additional evidence and data has informed the development of your proposal?
Older Person Residential Care Project and Peopletoo Financial Improvement Plan. Budget sustainability paper developed by HOS.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys		
Head of Service:	Louise Barry		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	CLr Stephen Hayes		25/01/2017

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Service Area	Adults	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-38 Right sizing high cost placements / packages and bring some people back into community living						
Outline Summary							
Right sizing high cost placements for Learning Disabilities and bringing some service users back into community living. Clients will be moved from high cost packages into a more appropriate care setting that delivers value for money and will enhance and promote independence in line with the Social Services and Well-being (Wales) Act. The client will still receive adequate care in a more cost effective environment. Deliver £350k savings in 2017/18 and £150k savings in 2018/19.							

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

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational Services	19/12/16

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

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service users would have a service delivered in County in the most cost effective manner.	Good	There will need to be robust modelling to ensure that this objective is fulfilled with full engagement from Health Board partners.	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence with different forms of technology in a supported living framework.	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy		Unknown		Unknown	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathway and support available to them.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting their personal outcomes.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people with disabilities to be supported in the community to promote and enhance independence and provide sustainable provision in the future.	Good		Good	
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with will be key to the delivery of this, through integration and working with providers and other third sector partners.	Good		Good	
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Liaison will users and families is already underway as part of the return to home project and will be achieved through the individual care plan review processes.	Neutral		Neutral	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Current project is being delivered through the Learning Disabilities thematic collaborative board as part of the 'return to home' project.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Choice – service users / carers may not want to move or change the service they have			
Capacity – may not be suitable alternative options available for the service users and speed at which we could repatriate service users in the appropriate accommodation			
Reviewing the assessment – we may find that many are actually at the right level and services cannot be changed			
Provider not prepared to negotiate rates			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Work with individuals and families to look at both in-county provision and progressive care planning			Medium
Work with providers to develop, and partners to provide support			Medium
Look at parts of the care plan that can be provided by alternative methods – technology for example			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The process of returning suitable individuals to Powys to live closer to families and their communities is seen as a positive step forward in order to support individuals with complex needs. Promoting independence and progression is in line with the delivery of the Social Services and Well-being (Wales) Act 2014.	

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

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by HOS and 'return to home' project documentation.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

Cyngor Sir Powys County Council
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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue O Grady		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

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Service Area	Adult Social Care	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-39 LD Supported Living – Reprofile supported living packages, protected at 10% efficiency savings.						
Outline Summary							
<p>Learning Disabilities Supported Tenancies have been allocated level of efficiency savings as part of the corporate budget recovery plan. This document is to assess the potential impact of these savings on the services and the service users.</p> <p>The services were remodelled and retendered in 2014 and 5 year contracts were awarded. The retender project saved £714 k at that time. With these contracts in place and also with consideration of the challenges providers face due to the National Living Wage there will be limited scope for contract price negotiation to achieve savings. Therefore the new savings targets will have to be achieved by service reductions. At the current time there are a number of initiatives started to deliver savings in the supported tenancies. These will be incorporated into one central project to ensure that savings are delivered on time and according the budget recovery plan. The current initiatives include use of assistive technology, review and management of vacancies and the development of longer term Market Position Statements and forward planning for future needs. The project will also assess and utilise the potential for unpaid support, shared support with peers and equitable service delivery across all services.</p> <p>Required savings are as follows: -</p> <ul style="list-style-type: none"> 2017/18 £150k 2018/19 £200k 2018/20 £150k 							

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

Version	Author	Job Title	Date
1.0	Deborah Webster	Strategic Commissioning Manager	12/01/17

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	<p>Specific outcomes of the project will include: Ensure that we are getting value for money along with efficient and effective use of our resources in meeting eligible needs on an ongoing basis Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology Review of all of the support plans and levels of service delivery for service users who are resident in the supported tenancies.</p>	Good	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create include consultation with health colleagues and applications for health support and funding where applicable</p>	Good	<p>Joint Commissioning Strategy: Adults with learning Disability Powys The One Plan Powys SSWB Act Budget recovery plan</p>
Supporting people in the community	<p>The outcomes for these services align with the Adult social care programme brief:</p> <ul style="list-style-type: none"> • People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice. • People with a learning disability have improved health and wellbeing • To ensure that the council is commissioning services which represent value for money <p>The project to deliver required savings from the services will take into account that these objectives are paramount to the delivery of the services and will aim to deliver savings whilst keeping negative impact on service user to a minimum.</p>	Neutral	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create. Work with service users and social workers to review assessments and ensure right sizing of care packages. Work with providers to maximise flexibility across contracts to minimise impacts Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management include consultation with health colleagues and applications for health support and funding where applicable.</p>	Good	<p>Care plan reviews Consultation & Service user engagement. SSWB Act Joint Commissioning Strategy: Adults with learning Disability Powys The One Plan Powys Market position statement (in development)</p>

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>Aims/priorities from the Learning Disability joint commissioning strategy that were achieved as part of the previous remodel and retender on these contracts are relevant to the savings targets now to be achieved and will continue to inform the ongoing savings project.</p> <p>Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported.</p> <p>We also work with providers currently to understand the local economic issues facing the market.</p>	Neutral	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create.</p> <p>Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county.</p> <p>Include consultation with health colleagues and applications for health support and funding where applicable.</p>	Good	<p>Budget recovery plan</p> <p>SSWB Act</p> <p>The One Powys Plan</p> <p>Market position statement (in development)</p>
Learning	<p>Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology.</p> <p>There is a risk that some service users will experience a level of reduction in the daily opportunities that they have to be supported to access community activities on a 1:1 basis.</p> <p>The project will look at opportunities for people to access unpaid support such as community befriending schemes and shared support opportunities with peers.</p>	Neutral	<p>Work with service users and social workers to review assessments and ensure right sizing of care packages.</p> <p>Work with providers to maximise flexibility across contracts to minimise impacts.</p> <p>Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management.</p> <p>Proactive sharing of information to manage and minimise any negative public views that changes may create.</p>	Good	<p>Joint Commissioning Strategy: Adults with learning Disability Powys</p> <p>The One Plan Powys</p> <p>SSWB Act</p> <p>Budget recovery plan</p>

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Specific outcomes of the project will include: Ensure that we are getting value for money along with efficient and effective use of our resources in meeting eligible needs on an ongoing basis Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. This will include the use of assistive technology</p>	<p>Neutral</p>	<p>Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county.</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys The One Plan Powys Future Generations Act Stakeholder consultations</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>All contracts which are created as a result of new development opportunities in the County will require providers do operate in a eco-friendly manner as standard requirement of any contract with the council</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Council standard tendering procedure and terms and conditions</p>

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>This project will align to the requirements of the Act by working with individuals to ensure proportionate assessment and care planning for peoples support and accommodation needs throughout the project and also by looking at the broader issues of people's wellbeing, support and early intervention and prevention. Through this project people will have influence and control over what they need, making decisions about their support in the future as an equal partner.</p>	<p>Good</p>	<p>Proactive sharing of information to manage and minimise any negative public views that changes may create. Work with service users and social workers to review assessments and ensure right sizing of care packages. Work with providers to maximise flexibility across contracts to minimise impacts Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management Progression model of assessment is an option for all clients affected by this project include consultation with health colleagues and applications for health support and funding where applicable</p>	<p>Good</p>	<p>Alder advice progression model and assessments. Joint Commissioning Strategy: Adults with learning Disability</p>
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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>The outcomes for this project align with the Adult social care programme brief: People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</p>	<p>Good</p>	<p>Information to manage and minimise any negative public views that changes may create. Work with service users and social workers to review assessments and ensure right sizing of care packages. Work with providers to maximise flexibility across contracts to minimise impacts. Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management Progression model of assessment is an option for all clients affected by this project. include consultation with health colleagues and applications for health support and funding where applicable</p>	<p>Good</p>	<p>Joint Commissioning Strategy: Adults with learning Disability Powys The One Plan Powys</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					

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<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>94% of tenants prefer to be addressed in English, and 2% prefer Welsh. The rest did not record a preference.</p> <p>According to the 2011 census, 19% of people living in Wales can speak Welsh. The highest percentage of these being of school age. Within the supported tenancies 2% are recorded as able to speak Welsh with a further 4% not indicating a choice. This may be reflective of the fact that people with a learning disability may not be able to gain skills in two languages or may not communicate verbally at all.</p> <p>It is therefore not anticipated that the proposed project will have a disproportionate impact on clients who prefer to speak Welsh or use Welsh as their first language.</p>	<p>Neutral</p>	<p>The council's standard terms and conditions require providers to support individuals in the language of their choice</p>	<p>Neutral</p>	<p>Applies to all characteristics: Profiling of service users, providing a breakdown of who uses the service by the protected characteristics. Service user satisfaction rates Qualitative data (analysed against the protected characteristics) which provides evidence about current services users experience accessing the service. Qualitative data gathered from those that are not currently using the service. Assessment process PID Joint Commissioning Strategy: Adults with learning Disability Powys SSWB Act Census information (Daffodil)</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Neutral</p>	<p>As above</p>	<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Neutral</p>	<p>As above</p>	<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

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<i>People are encouraged to do sport, art and recreation.</i>	People with a learning disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Through this project people will have influence and control over what they need, making decisions about their support in the future as an equal partner.	Neutral	Assessments will be undertaken in partnership with clients and their families to ensure that peoples desired progression through life is fully understood.	Neutral	
<i>Disability</i>	All clients (100%) have a disability due to the specific purpose of the service. This is significantly higher than the national average (11.9%)The statistics published by Daffodil show that 2.45 of the population in Wales have a learning disability, and on average between men and women 14% have a limiting physical disability Services are allocated to people according to their eligible need. As such the service is designed to meet the requirements for people with a learning disability and is not preferential in any other way.	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact – the national household census 2011 indicates a black and minority ethnic group percentage in general households as 3% so there is a slightly lower representation within the supported tenancies. This is however reflective of local population in the area.	Neutral		Neutral	

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<p><i>Religion or belief</i></p>	<p>Within the contract for the supported tenancies there is a requirement for providers to ensure that they meet the needs of individuals. Through the service specification providers are required to work with the service users and their chose and professional representatives to ascertain their choices, preferences and needs. The tender process was based on contracting to Individual Placement Agreements so that the contract can be altered at any time in line with the assessed needs of the service users. This includes the requirement to support them in all of their life choices, including their choice of religion.</p> <p>It is not anticipated that people of any specific religion will be disproportionately affected by the project as each change and impact will be designed around specific individual choice and need.</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Sex</i></p>	<p>52% of the tenants are female, 48% are male. This compares to 2011 census data that record 59% of the national household population as male. Within census figures on daffodil for 2011 The percentage of adults who reported being limited a lot by a physical disability increased with age, and was overall slightly more common for women (17%) than men (15%).</p>	<p>Neutral</p>	<p>Whilst this suggests that there could be a disproportionate impact on the number of women affected by any change, care provided under the new contract will continue to be delivered to meet individual's assessed needs. As a result, no significant change in services is anticipated.</p>	<p>Neutral</p>	
<p><i>Sexual Orientation</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Pregnancy and Maternity</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The savings requirements will leave less capacity in the services than was previously available. Services will need to work with service users in the future to manage expectation and to maximise opportunities for unpaid support and universal services.</p>	<p>Good</p>	<p>Information to manage and minimise any negative public views that changes may create. Work with service users and social workers to review assessments and ensure right sizing of care packages. Work with providers to maximise flexibility across contracts to minimise impacts. Establishment of a project team with sufficient knowledge of LD and experience of supported tenancy contract management. Progression model of assessment is an option for all clients affected by this project. Include consultation with health colleagues and applications for health support and funding where applicable.</p>	<p>Good</p>	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>Aims/priorities from the Learning Disability joint commissioning strategy that were achieved as part of the previous remodel and retender on these contracts are relevant to the savings targets now to be achieved and will continue to inform the ongoing savings project: Review our existing contracts and ensure that there is sufficient flexibility within the contracts to give people choices and options in the way that they are supported. We also work with providers currently to understand the local economic issues facing the market.</p>	<p>Good</p>		<p>Very Good</p>	
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Through this project people will have influence and control over what they need, making decisions about where they live in the future as an equal partner.</p>	<p>Good</p>		<p>Very Good</p>	
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>To improve community resilience and enablement through choice, self-direction and control people with learning disabilities have over decisions that affect their lives in line with the Social Services and Wellbeing Act 2014. The project will help to ensure people have opportunities for unpaid support and community opportunities.</p>	<p>Good</p>		<p>Good</p>	

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>The project is aimed at making efficiency savings and work will be done to minimise any negative impact on individuals however the service will continue to operate on the following basis.</p> <p>People with learning disabilities should have the same opportunities, be treated with dignity and respect and be supported to make decisions and take responsibility for the way they choose to live.</p> <p>People with a learning disability often have further health needs, such as a physical disability, visual or hearing problem which also need to be supported.</p> <p>People with a Learning Disability receive services that meet their needs to enable them to maximise their independence and live in the community of their choice.</p> <p>People with a Learning Disability have improved health and well-being</p>	<p>Good</p>	<p>One plan objective for people with learning disabilities: People with Learning Disabilities lead meaningful and valued lives within their own communities.</p> <p>Within Social Services we are committed to:</p> <p>High quality efficient and effective services that are purposeful and focus on impact and outcomes.</p> <p>Engaging with the citizen by building social capacity both in the individual and community.</p> <p>Develop effective and efficient care pathways from universal services through to acute provision, through managing demand for the whole population.</p> <p>Equity of access – ensuring that the resource requirement and true service cost is fully understood.</p> <p>Partnership and collaboration which are essential with key partners.</p> <p>Understanding the “market” i.e. the range of agencies that can provide quality services in a sparsely populated county and the impact of this on how we price our services.</p>	<p>Good</p>	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The efficiency savings on this project represent less than 10% of the overall budget across the next 3 years and will not place any service user at risk of poverty.	Neutral		Neutral	
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 contractual requirements on providers to comply with all safeguarding procedures will not be affected by this project. Robust assessments and monitoring all services check that people are getting the right quality of service to meet their needs and that they are being supported to be safe in their communities.	Good	Adult Protection within Powys in currently monitored and managed through the Adult Protection Committee that has instigated a number of projects with third sector agencies to work with service users and members of the community to develop specific Keeping Safe courses.	Good	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Public Resistance and / or political resistance to perceived levels of service reduction.			
Risk that savings won't be delivered			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Sharing of appropriate levels of information with public. Councillors and cabinet to inform and reassure. All assessments to take place with full involvement of stakeholders and any reductions will be considered against negative impacts on individuals.			Medium
Early communication with all disability teams of new savings targets in order to facilitate support for change and careful management of impacts.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The project will deliver savings in accordance with the requirements of the budget recovery plan and officers will work to ensure as minimal an impact as possible on service users through the following: assistive technology, review and management of vacancies, development of longer term Market Position Statements, unpaid support, and shared support with peers and equitable service delivery across all services. Whilst all effort will be made to minimise negative impact it is possible that some service users in tenancies with high levels of service for community access and 1:1 support provision that exceeds statutory requirements will experience a reduction in service.	

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

What additional evidence and data has informed the development of your proposal?
<p>Within the Powys change plan we set out the values guiding our work. This project is very much linked to those values via the following:</p> <p>Accessibility- ensuring that people with learning disabilities have full access to their communities by commissioning community based support.</p> <p>Openness- Procuring the services that we are commission through the sell 2 wales portal with a clear decision making process that is robust and objective.</p> <p>Respect- Commissioning services that specify that we expect our service users to be supported in ways that show them respect and protect their dignity</p> <p>Focus- Commissioning services that are demonstrably concentrated on gaining a good quality service for a fair price.</p> <p>Engagement- Through engagement with service users, parents, carers and advocates shaping the tender process to ensure we are addressing the issues that are important to our customers and that they have the opportunity to share their views and be listened to.</p> <p>Learning- Commissioning services on a cycle which allows us to learn from our customers experiences and improve the system every time that we do it.</p>

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9. On-going monitoring arrangements?

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

Learning disability supported tenancies have robust monitoring processes in place. They receive monitoring visits from the monitoring office for Disability services which are both announced and unannounced. The providers are also required to submit quarterly returns to the Contracts and commissioning unit and they also attend quarterly contract monitoring meetings and provider forums. Through these processes impact on service users will be monitored continuously.

Adult social care commissioning team also have a 'concern with provider' process through which any professional involved with the service (care managers / health professionals and advocates for example) can report any concerns they have with the service or any impacts on the service users that they support. Concerns are addressed individually and also reported to the Joint Interagency Monitoring Panel (JIMP) which monitors issues of concern and can take formal action.

Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue O'Grady		
Head of Service:	Louise Barry		
Strategic Director:	Carol Shillabeer		
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

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Service Area	Adults	Head of Service	Louise Barry	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Stephen Hayes
Policy / Change Objective / Budget Saving	1718-40 Community Care Packages – Using a practice based approach support individuals through the use of personal budgets and direct payments to secure an outcome focused care plan in the most appropriate setting						
Outline Summary							
Practice based approach to support service users through use of direct payments and community supports. 60 packages identified across Older People, Physical Disability and Learning disability users. Service users will be moved where feasible into a more appropriate care setting that delivers value for money across service areas and promotes choice and control.							

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

Version	Author	Job Title	Date
V1	Louise Barry	Head of Operational Services	19/12/16

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

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service users would have a service delivered in County in the most cost effective manner.	Good	There will need to be robust modelling to ensure that this objective is fulfilled with full engagement from Health Board partners	Good	
Supporting people in the community	More people will be supported at home to maintain or regain independence with forms of technology in a supported living framework	Good	There will need to be a mixed economy of provision to ensure that needs can be met safely.	Good	
Developing the economy	No impact	Neutral		Neutral	
Learning	There will need to be comprehensive co-productive approaches with service users to ensure that they fully understand the pathway and support available to them.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting needs and fulfilling personal outcomes.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	People will be able to remain in their own homes and supported to regain or maintain independence	Good		Choose an item.	
<i>Disability</i>	People will be able to remain in their own homes and supported to regain or maintain independence	Good		Choose an item.	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This objective will satisfy the direction of travel for people to be supported in the community to promote and enhance independence and provide sustainable provision in the future.	Good		Good	
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working will be key to the delivery of this, through integration and working with providers and other third sector partners.	Neutral		Neutral	
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	User, families and representatives are an integral part of the care planning review process and will be involved at all stages.	Good		Good	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Partners will need to be fully engaged in the direction of travel which is already established through the integrated team for Older People.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions.	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Good		Good	

Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Choice – service user / carer may not want to move or change the service they currently receive			
Capacity – may not be suitable alternative options available for the service user			
Reviewing the assessment may find that many are actually at the right level and services cannot be changed			
Provider not prepared to negotiate rates			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Ongoing work will be undertaken with families and service users which will form an integral part of the care planning review process			Medium
Alternatives are being developed and enhanced			Medium
There may be more cost effective ways to meet an individual's personal outcomes			Medium
Provider negotiation will need to be undertaken by commissioning teams			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
A number of high cost packages will be assessed to ensure the right level of support is being provided and where a technology / community asset based approach can be used some provision will be substituted through the care plan reviewing process. Equally, where negotiations with providers are needed this will happen to ensure the most cost effective sustainable support is commissioned. This will allow more users 'choice and control' over commissioned support and deliver on the legislative framework.	

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

What additional evidence and data has informed the development of your proposal?
Peopletoo Financial Improvement Plan, Budget sustainability paper developed by HOS

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jen Jeffreys/Sue O Grady		
Head of Service:	Louise Barry		
Strategic Director:			
Portfolio Holder:	Cllr Stephen Hayes		25/01/2017

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Service Area	Children's Services	Head of Service	Carolann James	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-42a Bannau / Camlas						
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.							

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The 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.	Good	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.	Good	a) Inspection Reports b) Statement of Purpose

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	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.	Good	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.	Good	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	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.	Good	Additional Casual Posts will be recruited to creating further flexible job opportunities, and lessen the reliance on high cost agency staff.	Good	a) Inspection Reports b) Statement of Purpose

<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact	Neutral		Neutral	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	No impact	Neutral		Neutral	
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	No impact	Neutral		Neutral	
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>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.</p>	Neutral	<p>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.</p>	Neutral	<p>a) Team Business Plan b) Training Needs Analysis</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	As above	Neutral	As above	Neutral	
<p><i>Opportunities to promote the Welsh language</i></p>	As above	Neutral	As above	Neutral	

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<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of age, no change as a result of proposals.	Neutral		Neutral	Social Care Code of Conduct
<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.	Neutral		Neutral	
<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.	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<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.	Neutral		Neutral	
<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.	Neutral		Neutral	
<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.	Neutral		Neutral	
<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.	Neutral		Neutral	
<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.	Neutral		Neutral	

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

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
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.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	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.	Good	A lower turnover of staff will allow knowledge form attendance at training to remain within the Unit.	Good	a) Staff training records b) Inspection Reports c) Corporate Parenting Reports
Impact on PCC Workforce	No impact	Neutral		Neutral	

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Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Unable to recruit to full time or casual positions, resulting in the need to continue to use Agency staff			
Ability to cover staffing rota with number of full time and casual staff employed			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Plan out number of full time and casual posts required to effectively cover the staff rota			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

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.	

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

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

9. On-going monitoring arrangements?

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

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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		18.11.15
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

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Service Area	Children's Services	Head of Service	Carolann James	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-42b INCOME – Bannau and Camlas						
Outline Summary							
Trade short break places at Camlas and residential placements at Bannau to other local authorities. Trading is undertaken exclusively with Welsh authorities as there are existing contracting arrangements through the 4Cs consortium. A charging matrix has been developed for the external commissioning of places.							

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

Version	Author	Job Title	Date
1	Steve Howell	Area Manager	30 th November 2016

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal will generate income for Bannau / Camlas which will contribute to safeguarding service delivery.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time positions.	Good		Good	Children's Transformation Board
Learning	In the long term the Council will develop arrangements to provide long term placements at Bannau with education.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time jobs within the Council.	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	The proposal will offer placements for children from other local authority areas, where this service is not readily available to them.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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<i>Opportunities for persons to use the Welsh language</i>	Trading will be undertaken exclusively with other Welsh authorities as there are existing contracting arrangements in place through the 4Cs consortium, therefore the same level of service will be delivered as current.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The proposal will generate income for Bannau / Camlas which will contribute to safeguarding service delivery for the future.	Good		Good	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposal involves working with other Welsh local authorities to trade placements.	Good		Good	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
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 will increase the number of placements available to children. Placements provide development and welfare for children.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The proposal will increase the number of placements available for looked after children with disabilities.	Good		Good	
Impact on PCC Workforce	The proposal requires development of a single staffing team to work across both Camlas and Bannau, which will provide more full time positions.	Good		Good	

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

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

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

Description of risks			
Recruitment issues			
As the authority has not generated income yet it is unlikely to be at a full income generation run rate until 2017			
Competitor organisations in both local government and private providers have now developed plans to trade short break/residential beds			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Identify staffing numbers required to develop one staffing team who could work across both Camlas and Bannau (enabling more full time positions to be developed)			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No impact			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The proposal will have a positive impact on the service as it will provide placements to children from other local authority areas. This will generate income for the service which will safeguard the current service provided, as well as safeguarding jobs within the unit.		

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Income generation and number of vacancies will be monitored.
Please state when this Impact Assessment will be reviewed.
Quarterly monitoring.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Howell		
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Graham Brown		26/01/2017

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Service Area	Children's Services	Head of Service	Carolann James	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-44 Fostering Team - realignment						
Outline Summary							
<p>This will be delivered in phases with the end result being that citizens will be able to access health, social care and education support from local offices in a joined up way – avoiding duplication and delays.</p> <p>New legal requirements emphasise the need for early intervention and for agencies to be joined up in service delivery to be most effective. The review recommendation which has been adopted is to move the service to a more locality basis with greater resource being directed to prevention of difficulties escalating. Children's Services will have moved to this new model in the autumn of 2016 bringing forward savings due to be delivered next year. Further savings will be identified when TAF and partners join locality arrangements and duplication is removed. Over the following 2-3 years there is an expectation (evidence based) that work being held by social care will reduce by 15-20%</p>							

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

Version	Author	Job Title	Date
1	Fiona Fitzpatrick	Interim Head of Children's Services	20 th September 2016

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

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Positive impact reduces duplication and therefore wastage	Good	Staff will be expected to deliver across the spectrum of need rather than specialist areas – training and support will be in place.	Good	
Supporting people in the community	More local delivery will improve support for people in communities. Reduce need for support away from home.	Good	This will be a new way of working for staff and support will be required.	Good	
Developing the economy	More local jobs – this offers the opportunity that more local people will be employed.	Good	The workforce issues will need a strategic approach to ensure training and courses available	Good	
Learning	See above – more local potential for social care/caring careers but relevant training and skills development will be required.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Locality working reduces car journeys and mileage. Local people will spend money in local communities	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	See above. Local arrangements mean that there will be more local influence – on the local issues which really matter. Locality working reduces car journeys and mileage. Local people will spend money in local communities.	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Integrated early delivery of services will ensure that we can prevent poor health and maximise wellbeing. Early intervention with children can prevent long term issues from developing.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	More community focus will ensure services assist in building community cohesion and improve safety and connections. More locality based working will improve community cohesion. Staff time invested in communities	Good		Good	

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A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The locality approach ensures lower environmental impact. Prosperous communities will improve local resilience.	Good		Good	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All JD's have a requirement for % Welsh language users. Updated information about Welsh language skills on Trent.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Recruiting from local communities.	Good		Good	
<i>Opportunities to promote the Welsh language</i>	Interpreters available if needed	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	Core expectation of promoting Welsh language and culture.	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Integrated approach to delivery will promote wellbeing in widest context.	Good		Good	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Easier access to support across the age range.	Good		Good	Consultation with young people has taken place. Advocates and independent reviewing officers in place for ongoing feedback.
<i>Disability</i>	Services for disabled children will also be delivered within a locality, integrated approach.	Good		Good	As above

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<i>Gender reassignment</i>	Earlier emotional support and advice is inherent within the model due to the join up with health, education and other relevant colleagues	Good		Good	As above
<i>Marriage or civil partnership</i>	Person centred support will be improved – regardless of relationship status by the development of improved integration of service delivery.	Good		Good	As above
<i>Race</i>	Person centred support and tolerance will be central to service delivery	Good		Good	As above
<i>Religion or belief</i>	As above	Good		Good	As above
<i>Sex</i>	As above	Good		Good	As above
<i>Sexual Orientation</i>	As above	Good		Good	As above
<i>Pregnancy and Maternity</i>	Better co-ordination and information sharing will lead to improved and earlier service provision	Good		Good	As above

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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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The new model will lead to reduction in duplication and offer improved value for money. The provision of early intervention will provide benefits for citizens, families and communities in the long term.	Very Good		Very Good	
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The changes fit with PCC plans for more community orientated services and building community assets and resilience. Collaboration across professional groups will mean easier navigation of services and better delivery.	Good		Good	

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	The work will be reported to Regional Partnership Board which includes citizen representation as core membership. This will be an ongoing reporting arrangement. There has been some specific young person engagement and there is a communications plan. The young person engagement has been with young people who have received high levels of service due to complex needs – they are hard-to-reach. Outcomes of work will be audited to ensure positive outcomes.	Good		Good	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	This is the core purpose of these changes. The Social Services and Well Being Act requires more emphasis on early intervention and on integration with other services. These changes will deliver that outcome.	Very Good		Very Good	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	This is the main driver for this activity and will ensure improved integration in service delivery. In future the plan is for co-location of staff from a range of agencies but this will go further with joined up pathways and processes and eventually joint management arrangements.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The model will increase accessible work roles – support and welfare. Improving well-being and access to support will enable more parents and young people to potentially access work. Better advice will ensure that families receive benefits/income they are entitled to reducing poverty.	Good		Good	

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
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 proposed changes will increase professional co-operation and information sharing. More emphasis and resource to prevention will reduce number of cases escalating to safeguarding.	Good		Good	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Our young people will receive ongoing support within an established relationship with a social worker. The level of understanding of safeguarding matters will be improved.	Neutral		Neutral	
Impact on PCC Workforce	Elements of the workforce will initially be impacted due to anxiety related to safeguarding responsibilities. Other parts of the service will benefit from a reduced caseload as work will be more equitably distributed. The overall impact will be good because workers will be skilled up across safeguarding and prevention, they will have lower caseloads and will be able to be more effective with greater management support.	Good		Good	

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

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

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

Description of risks			
The change represents a major culture change – this may be difficult to achieve.			
Business as usual needs to be maintained as change and development takes place			
Austerity across the partnership may lead to reduction in financial envelope for non-statutory work			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Workforce development to ensure training, knowledge and support to staff during change programme.			Medium
Improved management oversight, systematic evaluation of business delivery during change period			Low
Multi agency Transformation and Regional Partnership Boards to maintain engagement and focus on prevention agenda			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes – a range of departments including housing, education, youth service and CYPP will be impacted – reducing duplication and more effective joint working should lead to reduction in spend and increase in capacity and improved outcomes – however this is difficult to quantify at this stage.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This Transformation Programme is designed to both deliver better outcomes for children and young people and reduce duplication and waste in the system. The plan will ensure better join up with other agencies and council services to deliver more effectively for communities and to help build resilience for the future.	

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

What additional evidence and data has informed the development of your proposal?
Strategic Review Needs assessment Regular performance monitoring of commissioned services and activity

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Transformation and Regional Partnership Board. Performance monitoring meetings and over sight.
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Fiona Fitzpatrick		20 th September 2016
Strategic Director:			
Portfolio Holder:	CLlr Graham Brown		26/01/2017

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Service Area	Children's Services	Head of Service	Carolann James	Strategic Director	Carol Shillabeer	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-45 New model for delivery of Childrens Services following Strategic Review.						
Outline Summary							
<p>This will be delivered in phases with the end result being that citizens will be able to access health, social care and education support from local offices in a joined up way – avoiding duplication and delays.</p> <p>New legal requirements emphasise the need for early intervention and for agencies to be joined up in service delivery to be most effective. The review recommendation which has been adopted is to move the service to a more locality basis with greater resource being directed to prevention of difficulties escalating. Children's Services will have moved to this new model in the autumn of 2016 bringing forward savings due to be delivered next year. Further savings will be identified when TAF and partners join locality arrangements and duplication is removed. Over the following 2-3 years there is an expectation (evidence based) that work being held by social care will reduce by 15-20%</p>							

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

Version	Author	Job Title	Date
1	Fiona Fitzpatrick	Interim Head of Children's Services	20 th September 2016

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

Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Positive impact reduces duplication and therefore wastage	Good	Staff will be expected to deliver across the spectrum of need rather than specialist areas – training and support will be in place.	Good	
Supporting people in the community	More local delivery will improve support for people in communities. Reduce need for support away from home.	Good	This will be a new way of working for staff and support will be required.	Good	
Developing the economy	More local jobs – this offers the opportunity that more local people will be employed.	Good	The workforce issues will need a strategic approach to ensure training and courses available	Good	
Learning	See above – more local potential for social care/caring careers but relevant training and skills development will be required.	Good		Good	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Locality working reduces car journeys and mileage. Local people will spend money in local communities	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	See above. Local arrangements mean that there will be more local influence – on the local issues which really matter. Locality working reduces car journeys and mileage. Local people will spend money in local communities.	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Integrated early delivery of services will ensure that we can prevent poor health and maximise wellbeing. Early intervention with children can prevent long term issues from developing.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	More community focus will ensure services assist in building community cohesion and improve safety and connections. More locality based working will improve community cohesion. Staff time invested in communities	Good		Good	

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A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The locality approach ensures lower environmental impact. Prosperous communities will improve local resilience.	Good		Good	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All JD's have a requirement for % Welsh language users. Updated information about Welsh language skills on Trent.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	Recruiting from local communities.	Good		Good	
<i>Opportunities to promote the Welsh language</i>	Interpreters available if needed	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	Core expectation of promoting Welsh language and culture.	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Integrated approach to delivery will promote wellbeing in widest context.	Good		Good	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	Easier access to support across the age range.	Good		Good	Consultation with young people has taken place. Advocates and independent reviewing officers in place for ongoing feedback.
Disability	Services for disabled children will also be delivered within a locality, integrated approach.	Good		Good	As above

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<i>Gender reassignment</i>	Earlier emotional support and advice is inherent within the model due to the join up with health, education and other relevant colleagues	Good		Good	As above
<i>Marriage or civil partnership</i>	Person centred support will be improved – regardless of relationship status by the development of improved integration of service delivery.	Good		Good	As above
<i>Race</i>	Person centred support and tolerance will be central to service delivery	Good		Good	As above
<i>Religion or belief</i>	As above	Good		Good	As above
<i>Sex</i>	As above	Good		Good	As above
<i>Sexual Orientation</i>	As above	Good		Good	As above
<i>Pregnancy and Maternity</i>	Better co-ordination and information sharing will lead to improved and earlier service provision	Good		Good	As above

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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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The new model will lead to reduction in duplication and offer improved value for money. The provision of early intervention will provide benefits for citizens, families and communities in the long term.	Very Good		Very Good	
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The changes fit with PCC plans for more community orientated services and building community assets and resilience. Collaboration across professional groups will mean easier navigation of services and better delivery.	Good		Good	

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	The work will be reported to Regional Partnership Board which includes citizen representation as core membership. This will be an ongoing reporting arrangement. There has been some specific young person engagement and there is a communications plan. The young person engagement has been with young people who have received high levels of service due to complex needs – they are hard-to-reach. Outcomes of work will be audited to ensure positive outcomes.	Good		Good	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	This is the core purpose of these changes. The Social Services and Well Being Act requires more emphasis on early intervention and on integration with other services. These changes will deliver that outcome.	Very Good		Very Good	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	This is the main driver for this activity and will ensure improved integration in service delivery. In future the plan is for co-location of staff from a range of agencies but this will go further with joined up pathways and processes and eventually joint management arrangements.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The model will increase accessible work roles – support and welfare. Improving well-being and access to support will enable more parents and young people to potentially access work. Better advice will ensure that families receive benefits/income they are entitled to reducing poverty.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
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 proposed changes will increase professional co-operation and information sharing. More emphasis and resource to prevention will reduce number of cases escalating to safeguarding.	Good		Good	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Our young people will receive ongoing support within an established relationship with a social worker. The level of understanding of safeguarding matters will be improved.	Neutral		Neutral	
Impact on PCC Workforce	Elements of the workforce will initially be impacted due to anxiety related to safeguarding responsibilities. Other parts of the service will benefit from a reduced caseload as work will be more equitably distributed. The overall impact will be good because workers will be skilled up across safeguarding and prevention, they will have lower caseloads and will be able to be more effective with greater management support.	Good		Good	

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

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

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

Description of risks			
The change represents a major culture change – this may be difficult to achieve.			
Business as usual needs to be maintained as change and development takes place			
Austerity across the partnership may lead to reduction in financial envelope for non-statutory work			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	
Mitigating Actions			Residual Risk (after mitigation)
Workforce development to ensure training, knowledge and support to staff during change programme.			Medium
Improved management oversight, systematic evaluation of business delivery during change period			Low
Multi agency Transformation and Regional Partnership Boards to maintain engagement and focus on prevention agenda			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Yes – a range of departments including housing, education, youth service and CYPP will be impacted – reducing duplication and more effective joint working should lead to reduction in spend and increase in capacity and improved outcomes – however this is difficult to quantify at this stage.			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This Transformation Programme is designed to both deliver better outcomes for children and young people and reduce duplication and waste in the system. The plan will ensure better join up with other agencies and council services to deliver more effectively for communities and to help build resilience for the future.	

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

What additional evidence and data has informed the development of your proposal?
Strategic Review Needs assessment Regular performance monitoring of commissioned services and activity

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9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Transformation and Regional Partnership Board. Performance monitoring meetings and over sight.
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Fiona Fitzpatrick		20 th September 2016
Strategic Director:			
Portfolio Holder:	CLlr Graham Brown		26/01/2017

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones
Policy / Change Objective / Budget Saving	1718-54 Income Saving from PWC Review						
Outline Summary							
Income target built into DBS budget for 2017/18 in respect of processing of DBS applications for other local authorities and Umbrella organisations.							

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

Version	Author	Job Title	Date
V1	Mark Evans	Head of Business and Customer Services	January 2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	External DBS processing provides income to PCC DBS Unit to fund Ebulk System Officer post and help sustain Unit.	Good	As a greater number of local authorities/Umbrella organisations come on board with Powys DBS Unit current small profit should increase. Profit per check cannot be increased significantly if wish to remain competitive in market place.	Good	
Supporting people in the community	No impact	Neutral	No impact	Neutral	
Developing the economy	No impact	Neutral	No impact	Neutral	
Learning	No impact	Neutral	No impact	Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral	No impact	Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral	No impact	Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	The DBS services contributes to the wellbeing of people and society.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral	No impact	Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The DBS services contributes to the wellbeing of people and society.	Good	No impact	Good	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral	No impact	Neutral	

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

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral	No impact	Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	DBS Unit works with statutory, voluntary and independent sector to enhance safeguarding agenda of adults and children at risk through processing of DBS applications.	Good		Good	DBS activity records

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral	No impact	Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	No impact	Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral	No impact	Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	No impact	Neutral	
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.	Good		Good	DBS activity records
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral	No impact	Neutral	
Impact on PCC Workforce	DBS helps employers to make safer recruitment decisions. Income generated from external DBS checks helps sustain DBS Unit.	Good		Good	

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

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

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

Description of risks			
If DBS eligibility criteria is relaxed, the number of checks processed may decrease, resulting in fewer opportunities to process and less income from other local authorities/Umbrella organisations.			
There will be a time when DBS Unit will be unable to process additional DBS checks within current establishment			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	
Mitigating Actions			Residual Risk (after mitigation)
Income will need to be utilised to fund additional post(s) to continue to deliver service.			Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Income target built into DBS budget for 2017/18 in respect of processing of DBS applications for other local authorities and Umbrella organisations.	

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

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

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.

Please state when this Impact Assessment will be reviewed.

Annually

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies		January, 2017
Head of Service:	Mark Evans		January, 2017
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Wynne Jones		25/01/2017

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Medium Risk IAs reducing to Low Risk after Mitigation

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

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

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

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

Page 654 How does your policy / change objective / budget saving impact on the council's strategic vision?

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	As the Council has already ceased to deliver this service, there is already a cost saving from this proposal	Good	The new lease makes the new operators of the site liable for all costs, whilst delivering an annual revenue income stream to the Council. The lease also includes rent review provisions.	Very Good	Lease heads of terms
Supporting people in the community	No impact	Neutral		Neutral	

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	The site will continue to operate under the new operators, thereby continuing to provide employment to existing staff (who have transferred under TUPE). Its continued operation – including planned investment funded by the new operator – will ensure that the site remains an attractive destination for tourists to this area, and therefore will continue to provide opportunities for the local economy to grow and meet the needs of visitors.	Good	As indicated, the new operators intend to invest a six figure sum into the site to enhance the business on the site, thereby generating higher returns and higher visitor demand for the local economy.	Good	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	There will be opportunities for job growth under the new operator, whilst the improved facilities at the site should generate higher usage and greater trade for local support businesses such as cafes, restaurants, cycle hire and general shops.	Good	Site investment by the new operator	Good	Heads of Terms, agreed Lease and schedule of tenant investment to the site

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

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People are encouraged to do sport, art and recreation.	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
Age	No impact, as Service provision is unchanged	Neutral		Neutral	
Disability	No impact, as Service provision is unchanged	Neutral		Neutral	
Gender reassignment	No impact, as Service provision is unchanged	Neutral		Neutral	
Marriage or civil partnership	No impact, as Service provision is unchanged	Neutral		Neutral	
Race	No impact, as Service provision is unchanged	Neutral		Neutral	
Religion or belief	No impact, as Service provision is unchanged	Neutral		Neutral	
Sex	No impact, as Service provision is unchanged	Neutral		Neutral	
Sexual Orientation	No impact, as Service provision is unchanged	Neutral		Neutral	
Pregnancy and Maternity	No impact, as Service provision is unchanged	Neutral		Neutral	

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

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

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No immediate impact, as existing staffing transferred to the new operator under TUPE	Unknown		Neutral	

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

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

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

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

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

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

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The contractual arrangements with the JVC will ensure that it operates in a way that uses resources efficiently, and provides learning and employment opportunities to develop the workforce	Good	Requirement for continual improvement on all aspects of the JVC operation which will be monitored by PCC.	Good	Bid submission with commitments KPIs set for JVC
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The contractual arrangements with the JVC will ensure that it operates in a way that respects the environment	Neutral	Monitoring by PCC	Neutral	Tender documents
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The contractual arrangements with the JVC will ensure that it achieves some community benefits as part of its operation	Good	Monitoring against commitment	Good	Tender documents
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	The JVC is to be set up for an initial period of ten years with the option to extend for a further five. This will provide stability and enable longer term goals to be met	Good	Full involvement of PCC Board Members in shaping the strategy of the JVC	Good	Shareholders agreement on formation of JVC
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	The partner in the JVC will bring commercial acumen and improved systems which will enable services to be delivered to a higher standard than at present.	Good	The next stage will be for the JVC to work with other organisations who have expressed an interest in utilising the JVC services to grow a sustainable business in Powys.	Good	Responses from other organisations to our invitation to become involved.
Involvement (including Communication and Engagement): <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	Contractual obligation for the JVC to engage with stakeholders to continually improve services, responding to suggestions and complaints in a positive manner	Good	Involvement of PCC Board members and structured liaison between PCC and the JVC at operational level will ensure appropriate engagement and involvement of stakeholders takes place.	Good	Services contract with JVC and KPI regime, which included stakeholder feedback.
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The expertise and systems being contributed by the partner will help prevent standards deteriorating. Some areas require considerable investment in terms of ICT which is not available at present	Good	No further action proposed	Good	Tender submission
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	The JVC partner will provide back office functions currently carried out by PCC. This will impact on some PCC central support services.	Poor	Not known at this stage. PCC will need to examine resource requirements going forward.	Poor	None available at present

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The commitment to develop and upskill the workforce will provide employment opportunities which may mitigate the impact of poverty to some extent.	Good	Monitoring against commitment	Good	Tender documents
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral	No further action needed	Neutral	N/A
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral	No further action needed	Neutral	N/A
Impact on PCC Workforce	Staff currently working on the services to be undertaken by the JVC will transfer under T.U.P.E. Although their terms and conditions of employment have protection, the change will be a concern to some individuals. The reduction in workload for central support services may impact on resource requirements in those areas.	Poor	Effective engagement and consultation with staff	Poor	Staff forum and staff meeting notes.

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

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

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

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

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Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

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10. Sign Off

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

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

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

Version	Author	Job Title	Date
1	Caroline Evans	Business Continuity & Risk Management Officer	4 th January 2017

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the Council saving identified in the MTFS 2017-20. Each service area will identify where the saving will be removed from.	Good		Good	Report to Cabinet / Management Team
Supporting people in the community	Each saving identified by the respective service area will be assessed individually to identify the impact on this priority.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
Developing the economy	As above	Neutral	As above	Neutral	
Learning	As above	Neutral	As above	Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Each saving identified by the respective service area will be assessed individually to identify the impact on this well-being goal.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Unknown	As above	Unknown	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	As above	Unknown	As above	Unknown	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above	Unknown	As above	Unknown	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	As above	Unknown	As above	Unknown	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Each saving identified by the respective service area will be assessed individually to identify the impact on the sustainable development principles.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	As above	Unknown	As above	Unknown	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As above	Unknown	As above	Unknown	
Prevention: Understanding the root causes of issues to prevent them from occurring.	As above	Unknown	As above	Unknown	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Unknown	As above	Unknown	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
	Each saving identified by the respective service area will be assessed individually to identify the impact on these corporate priorities.	Unknown	Services to complete an IA in respect of each apportioned saving	Unknown	
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	Unknown	As above	Unknown	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	As above	Unknown	As above	Unknown	
Impact on PCC Workforce	As above	Unknown	As above	Unknown	

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

Grants Project Board agendas and minutes.

9. On-going monitoring arrangements?

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

This will be identified by each affected service area.

Please state when this Impact Assessment will be reviewed.

As above

10. Sign Off

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

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

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

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

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

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

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

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

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. Communication and Engagement	No impact	Neutral		Neutral	
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	Providing an effective service will ensure jobs maintained locally	Good		Good	

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

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

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

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

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Unknown	Unknown		Unknown	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	Working with third party providers / suppliers to provide a solution	Good	Continued working with Software Providers (Webaspx) and Northgate to ensure project outcomes are met.	Good	Business Case
Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves. Communication and Engagement	Meetings held with appropriate sections within Waste Services and Highways to identify their needs and provide a solution to meet business processes	Good	Continued working with Key Stakeholders and Northgate to ensure project outcomes are met.	Good	Business Case
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	Implementing a solution to keep the same level of service but at a reduced cost	Good	Working with Key Stakeholders to ensure optimised routes are deliverable and achieve current levels of service delivery while meeting project outcomes.	Good	Business Case
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	The proposal will realise a reduction in the number of miles travelled, therefore reducing carbon emissions and nitrogen dioxide emissions	Good	Optimisation of vehicular movements will identify the appropriate size and number of vehicles required to deliver services, along with reducing the number of miles driven. This will lead to a reduction in carbon emissions and nitrogen dioxide emissions.	Good	Project Documentation and Benchmarking / Good practice

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	Reduction in Gritting Routes and Staff O/T. Changes to Waste Operations shift patterns to facilitate a 4 day working week. Reduction to the number of Waste Operations operating depots.	Good	Staff Engagement Meetings and Consultation process undertaken with HR and TU's involvement. Communications Plan produced.	Good	Project Documentation

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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Service Area	Highways, Transport and Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Powell
Policy / Change Objective / Budget Saving	1718-18 Waste Service Reduction – Review of existing contracts and Community Recycling Sites						
Outline Summary							
Review and renegotiation of existing waste and recycling contracts to maximise operational efficiencies and income from the sale of recyclates. Review and reduction in number of Community Recycling Sites (CRS)							

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

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

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

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

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Some loss of income to local contractors	Poor	Contractors to operate more efficiently	Neutral	Contract monitoring
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	If sites close, longer travelling distance to alternative site may have negative impact	Poor	Awareness raising initiatives with public to encourage use of alternatives – kerbside recycling available to all residents.	Neutral	Customer Surveys
<i>Disability</i>	As above	Poor	As above	Neutral	Customer Surveys
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Maximising efficiencies of contracts in the short term to define the way forward for the longer term, whilst following the direction set by WG.	Good		Good	
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Working with third party contractors to deliver savings	Good		Good	
Involvement: <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> Communication and Engagement	No impact	Neutral		Neutral	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.					
	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
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.	Reduction in work placements by third party contractors	Neutral	Liaise with Adult Services to provide alternative employment placements for people with learning disabilities.	Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	Some reduction in tasks currently carried out internally	Poor	Operatives employed elsewhere in service	Neutral	

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

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

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

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

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7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving	1718-28 Removal of funding for breakfast clubs						
Outline Summary							
<p>The authority has reduced the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupils. The process followed was three-fold as follows:</p> <ul style="list-style-type: none"> i. The reduction in the base staffing levels from 3 to 2 with effect 1st 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 1st September 2016. iii. The removal of funding for those settings providing breakfasts to less than 15 learners per day with effect from 1st September 2016. <p>The budget reduction has been achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.</p>							

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

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

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This policy has reduced the available budget and therefore councils net spend by around £500k	Good		Good	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>The policy whilst maintaining the provision of free breakfasts reduces the cost to the authority of running the clubs through a reduction in staffing levels and an introduction of a daily charge.</p> <ol style="list-style-type: none"> 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 policy will not provide a service to all in the community as it is proposing a de minimis number of children taking breakfasts to qualify for the provision. 	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
Developing the economy	<p>The policy will have a negative impact on developing the economy as it will result in the reduction of up to 70 5 hour per week posts by the removal of funding for 1 of the staff currently employed in each setting.</p> <p>The introduction of the £1 per day care related charge may also impact on a family's ability to maximise their gainful employment.</p>	Poor	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	Poor	As above

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

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>As the number of part time jobs will be reduced this proposal will have a negative impact on this area.</p> <p>The removal of the provision from some schools may affect the employment opportunities for their parents/carers</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the Pupil Deprivation Grant (PDG) funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>As the policy will reduce the number of children that will have access to free breakfasts, this will have a slight negative impact on the overall wellbeing of the population of Powys</p>	<p>Poor</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>Poor</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>

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

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

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

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

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
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.	Poor	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.	Neutral	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	The proposal will result in a reduction of jobs where breakfast clubs cease to run.	Poor	The proposal will be supported by the redundancy policy.	Neutral	

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

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9. On-going monitoring arrangements?

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

10. Sign Off

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



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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving		1718-34 Implement a change to appointment and payment of school, supply and agency staff					
Outline Summary							
A projected saving of £200,000 over two years has been estimated to be achieved following a review of the payment processes to casual and supply staff employed in schools. This will be achieved through either the transfer of all supply staff payments to a supply agency or through paying all supply staff on reduced points within the teacher's pay and conditions pay scales. Staff are currently paid in accordance to their qualification and career experience.							

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015
V2	Gareth Jones	Senior Manager – Central Services	22 nd November 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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal meets this requirement fully	Very Good		Very Good	Project paperwork
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The change in payment terms and conditions will have an impact on the income levels of staff employed as supply teachers and other supply staff	Poor	The mitigation action is to review the current contractual arrangements for staff and consider which if any staff will transfer from casual contracts to fixed term or permanent contracts	Poor	Trent Payroll, Teachers pay and conditions document
Learning	The change in employment terms and conditions should only have a minor impact on learner outcomes, all key staff delivering the curriculum should be employed on a salaried contractual arrangements.	Neutral		Neutral	

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Strengthens the employment status of staff employed on a regular long term or fixed basis, while agreeing the payment terms for casual employed staff.	Good		Good	Trent System Teachers Pay and Conditions
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	NPS and relevant Unions	Good		Good	NPS contracts JCC papers
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Initial consultation with teacher unions and schools has been undertaken	Neutral	Formally consult with Staff and union representatives	Good	JCC Minutes Teachers Pay and conditions document
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	A reduction in the daily rate paid to supply teachers.	Poor		Poor	

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

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

9. On-going monitoring arrangements?

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

School and other school services budgets
 Contract management meetings

Please state when this Impact Assessment will be reviewed.

10. Sign Off

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

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FORM ENDS

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

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

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

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

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

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal impacts negatively on this goal due to the reduction of jobs within the service.	Poor	Efficient management of existing staff within the service.	Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	The workload will increase for the remaining staff within the service.	Poor	This is being carefully monitored and bearing in mind that that post has been vacant over the last 6 months, the impact so far has been minimal.	Neutral	

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

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

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

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

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	
Developing the economy	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	Potentially reduces the council's ability to promote the county positively through communications and at public facing and staff events	Poor	Clear prioritisation of communications work. Communications Team to take responsibility for identified top priority work and increase digital skills for greater audience reach. Support to be given to services in providing lower priority communications work directly. Service and Customer Service social media enquiries to be dealt with directly by CS and Services with Communications Team focussing on communications enquiries.	Neutral	

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

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p>Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>Potential reduction in quantity of targeted communication.</p>	<p>Poor</p>	<p>Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p>Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>Potential reduction in quantity of joint communication.</p>	<p>Poor</p>	<p>We will seek opportunities to collaborate within the council and with partners to meet our wellbeing objectives. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p><i>Involvement (including Communication and Engagement):</i> <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>Potential reduction in quantity of targeted communication and public engagement.</p>	<p>Poor</p>	<p>Engagement and communications will be more targeted ensuring that essential and top priority communication and engagement is covered by the corporate team and services are supported to deliver lower priority comms and engagement work directly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>Potentially less capacity to identify issues early and prevent escalation and reputational damage.</p>	<p>Poor</p>	<p>By working closely with Portfolio Holders we hope to identify issues early to prevent escalation and reputational damage. Requires assistance from service areas to give early notification of high profile issues to allow sufficient time to communicate properly. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.</p>	<p>Neutral</p>	
<p>Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i></p>	<p>Potentially affects effectiveness of integrated working with partners as resources become more concentrated.</p>	<p>Poor</p>	<p>We have maintained dedicated communications support for integrated communications with Health recognising what a significant area of work this is for both organisations. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication. Integration will be a priority Comms Team campaign.</p>	<p>Neutral</p>	<p>Communications Team Restructure Business Case</p>

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Potential reduction in quantity of targeted communication to staff	Poor	Employee Engagement will be a priority Comms Team Campaign and we will build on the success of our low cost/high impact employee engagement campaign that has been recognised with national awards from the CIPR. Communications Team work will be focussed on priority campaigns and services will undertake service level communications with support from the Comms Team. Increased use of digital channels will achieve greater audience reach and targeted communication.	Neutral	

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

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

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

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

Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

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10. Sign Off

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

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

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

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

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

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

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

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

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

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	Potentially reduces the council's ability to promote the county positively through high quality graphic design and data visualisation. Poor use of external designers could increase graphic design costs.	Poor	A single multi-media officer will develop a more digital focus aligned to the Communications Team. Multi-media skills will ensure high quality graphic, video and visual presentation through Prezi and other platforms more suitable for data visualisation. Monitor the cost of external work.	Neutral	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	As above	Poor	As above	Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	

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

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Achievability of Policy / Change Objective / Budget Saving?

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

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

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

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
As the use of digital channels increasingly becomes the norm and favoured among communities, digital and multi-media communication has significant potential to keep communities well connected and reach the citizens of Powys.		

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

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

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

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

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

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

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

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

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

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

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

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

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Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

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10. Sign Off

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

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

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

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

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

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

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

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

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

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

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

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

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

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



10. Sign Off

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

FORM ENDS

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

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

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

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

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Reduce payment times of invoices for suppliers through improved process and promotion of use of purchase cards.	Good		Good	Data analysis
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This is a key transformational project that spans across the whole Authority in order to make improvements and create a simple value for money efficient process in line with customer demand.	Good	Raise awareness of project and seek engagement from all stakeholders	Good	Project Documentation / Project Governance
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Work with suppliers and service areas (including schools) to raise awareness of benefits of increased use of Purchase Cards and invoice rationalisation.	Good	Further roll-out/compliance with options implemented to date and implementation of further options including investment in electronic billing and cataloguing system and introduction of Customer Relationship Manager.	Good	Data / Market analysis Project documentation
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Work with internal and external stakeholders to increase awareness and ensure compliance.	Good		Good	Data analysis Customer Service Feedback Supplier Engagement
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Ensure simple value for money efficient process in line with customer demand in order to secure Powys position prior to any integration discussions.	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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Achievability of Policy / Change Objective / Budget Saving?

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

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

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

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7. Overall Summary and Judgement of this Impact Assessment?

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. The first phase will focus on the increased use of Purchase Cards by internal service areas and suppliers that will result in significant invoice rationalisation.	

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

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

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

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

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

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No Impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No Impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No Impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No Impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No Impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No Impact	Neutral		Neutral	
Impact on PCC Workforce	The ability to retain staff and potentially avoid some compulsory redundancies by utilising the opportunity a vacancy may provide.	Good	Staff will have the potential to develop their skill and knowledge base by assuming a more holistic, diverse or different role, aiding career development.	Good	Individual Business Case per vacancy

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

PCC: Impact Assessment Toolkit (Feb 2016)

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

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

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

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Overall Summary and Judgement of this Impact Assessment?

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

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

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

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

9. On-going monitoring arrangements?

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

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

Please state when this Impact Assessment will be reviewed.

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

10. Sign Off

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

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

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

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

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

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

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Potential opportunities for small businesses through externalisation. There are potential opportunities by improving the overall Wi-Fi infrastructure, to support the local community and businesses.	Unknown		Unknown	
Learning	The overall approach will lead to apprenticeships being offered in the Directorate.	Good		Good	

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

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

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	The new model will be compliant with Welsh Language Standards.	Neutral		Neutral	
<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	CRM and BI will provide a better understanding of the profile of our customers	Unknown	Ensure that this protected characteristic isn't adversely affected.	Neutral	
<i>Disability</i>	As above	Unknown	As above	Neutral	
<i>Gender reassignment</i>	As above	Unknown	As above	Neutral	
<i>Marriage or civil partnership</i>	As above	Unknown	As above	Neutral	
<i>Race</i>	As above	Unknown	As above	Neutral	
<i>Religion or belief</i>	As above	Unknown	As above	Neutral	

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

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

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

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	Working with PtHB and other partners to develop the model, share expertise and mitigate risk.	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Money advice team – cashless payments, increased benefit take-up	Good		Good	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	With 80% of the budget being staff-related, there will inevitably be an impact on the workforce.	Poor	Long-term planning about the required skills, which may upskill staff to take up posts elsewhere.	Unknown	

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

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

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

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

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Overall Summary and Judgement of this Impact Assessment?

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

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

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

9. On-going monitoring arrangements?

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

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10. Sign Off

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

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Low Risk Impact Assessments

- 1718-02 Additional Income from Planning Fees
- 1718-09a Highways – Jet Patcher
- 1718-09b Highways – Reduced Vehicle & Plant
- 1718-10a Street Lighting
- 1718-10b Street Lighting
- 1718-10c Street Lighting
- 1718-14 Increased Design team fee recovery
- 1718-15 Highway Service reductions
- 1718-20 Leisure Contract
- 1718-21 Countryside & Outdoor Recreation
- 1718-22 Concurrent Functions Grants
- 1718-23 Catering
- 1718-25 Arts
- 1718-26 Reduce funding support for Theatre provision
- 1718-27 Museums
- 1718-30 Small school closures
- 1718-31 Restructuring of school service
- 1718-33 Establish an internal supply insurance pool
- 1718-48 Reduce photocopying budget
- 1718-49 Reduce travel expenses
- 1718-56 Third Party Spend
- 1718-57 General supplies and services
- 1718-61 Removal of Pensioner Grant
- 1718-62 Budget Reductions across Central Areas

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Service Area	RPC	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Tony Thomas
Policy / Change Objective / Budget Saving		1718-02 Additional income from Planning Fees					
Outline Summary							
<p>To achieve additional income of £100k through Planning Application Fees.</p> <p>2016/17 has seen a spike in planning applications due to various legislative changes which has encouraged planning applications prior to implementation of legislation. Current market conditions remain favourable and adoption of the Local Development Plan will further enhance this</p> <p>Anticipated income for 2016/17 of £778k approximately. In 2017/18 we are expecting this to increase to £878k.</p>							

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

Version	Author	Job Title	Date
1	Ken Yorston	Senior Manager Regulatory Services	2 nd December 2016

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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Delivering a greater level of work with the same level of resources will improve efficiency and generate additional income to meet budget requirements.	Good		Good	3 year Business Plan for Development Management (2017/18-2019/20)
Supporting people in the community	Adaptations of homes enable people to remain within their existing family home for longer and could encourage a live-in care situation. Home improvements improves energy efficiency and therefore the living conditions of the occupants' home. Affordable housing where large developments come forward have designated levels of affordable housing have to be provided, which enables start-up ownership or social housing.	Good		Good	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in commercial buildings. Improving retail within the area, thus keeping people spending money in the area.	Good		Good	
Learning	No impact	Neutral		Neutral	

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

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Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Due to the interest in wind farms in Powys, there is an industry to be capitalised on. All of these create employment opportunities for inhabitants in Powys. Solar, hydro and bio-mass energy also. Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in new factories. Improving retail within the area, thus keeping people spending money in the area. Improved connectivity will enable home working and environmental advantages	Good		Good	

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<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	Biodiversity is covered by the planning policies and would form a consideration for applications.	Unknown		Unknown	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	Housing developments taking into consideration health elements such as cycle routes and walking routes. Green spaces general areas.	Good		Good	
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	Planning applications are always subject to public consultation and therefore people have the opportunity to comment on proposals within their communities.	Neutral		Neutral	
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	No impact	Neutral		Neutral	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	Current policy allows for people to submit planning applications through the medium of Welsh. This will remain the same.	Neutral		Neutral	LDP
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	The planning committee is obliged to consider Welsh language implications, particularly in recognised Welsh speaking areas of Powys. There is a planning policy which covers the Welsh language issues in regard to Planning and Development Management (see LDP).	Neutral		Neutral	

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<i>Opportunities to promote the Welsh language</i>	The planning committee is obliged to consider Welsh language implications, particularly in recognised Welsh speaking areas of Powys. There is a planning policy which covers the Welsh language issues in regard to Planning and Development Management (see LDP).	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Planning applications are always subject to public consultation and therefore people have the opportunity to comment on proposals within their communities.	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Increased construction work for small and large builders alike. Encouraged regeneration of town centres. Increased employment in commercial premises. Improving retail within the area, thus keeping people spending money in the area.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Whilst there is an anticipated workload for officers, it is anticipated that current staffing levels has the capacity to deliver increased workloads.	Neutral		Neutral	

Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Failure to achieve the projected level of income due to economic changes of circumstance			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Monitor budget across Regulatory Services (quarterly reviews with Portfolio Holder). Any budgetary concerns are identified at an early stage to counterbalance the budget across the service.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Highways, Ecology Services, Environmental Health, Building Control, Land Drainage			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Current market conditions are indicating a positive trend in development and the authority has the capacity at the moment to support this trend going forward, without an impact on current service provision.		

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

What additional evidence and data has informed the development of your proposal?
Economic Development Strategy Older Persons Strategy RPC SIP

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly monitoring (as above)
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Tony Thomas		27/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-09a Highways (Jet-Patcher)						
Outline Summary							
Highway Reductions – the introduction of ‘Jet-Patching’ process for road repairs to deal with increasing reactive repairs due to reduced planned maintenance and investment in highway network. This will provide a cost effective manner, producing budget savings through reduced material, plant & labour costs.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Jet-Patching as opposed to the current repair process will cost significantly less through reduced labour, plant and material costs.	Good		Good	Business Case, Trials, Learning from other users
Supporting people in the community	Neutral	Neutral		Neutral	
Developing the economy	Neutral	Neutral		Neutral	
Learning	Neutral	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	This innovative process is much less labour intensive than traditional methods, and therefore reduces the resource requirement.	Poor	Workforce planning	Neutral	Knowledge of innovative process - Less material use, waste and pollution than traditional methods.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The proposal will decrease the requirement for less natural resources and will also reduce waste	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The proposal will decrease the requirement for less natural resources and will also reduce waste	Good		Good	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	Proposed changes provide some short and medium term benefits in maintaining highway network free of safety issues. Long term the enabled measures will abate some of the accelerated deterioration of the network currently being experienced and un-addressed.	Good		Good	
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	
Involvement: <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i> Communication and Engagement	No impact	Neutral		Neutral	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	The proposal will help to maintain a level of service that otherwise wouldn't be possible with the current level of budget cuts. By maintaining the level of service the Council will avoid costly claims against authority	Good		Good	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on Workforce	Less labour (jobs) will be required with the introduction of proposed new process.	Poor	Impact reduced by workforce planning and natural wastage	Neutral	

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

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

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

Description of risks			
Operating machines proves more costly than predicted resulting in reduced service output.			
Delivery times of equipment may not meet with deadline, resulting in not achieving full year saving			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Not making the proposed changes will result in greater risk of reduced services			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
The overall impact of purchasing and adopting 'Jet-Patcher' process is positive with opportunity to maintain a level of service output whilst reducing costs considerably. There is less staff required due to the efficiency of the process, but the negative impact of this is off-set through workforce planning.		

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Output and costs of the new process will be monitored from technical data and financial records
Please state when this Impact Assessment will be reviewed.
Annually

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr John Brunt		25/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-09b Highways (Reduced Vehicle & Plant)						
Outline Summary							
Highway Reductions – Reduced Vehicle and Plant. Undertake a fundamental review of council vehicles, plant and equipment for highways maintenance operations, and reduce to provide a consistent core of essential equipment across operating basis over the county in line with reducing budgets and service changes.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal will reduce operating costs for the Council to meet the budget requirements.	Good		Good	Financial data on vehicle & plant costs
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less vehicles equate to less pollution and co2 emissions. Reducing budget expended on vehicles & plant preserves jobs.	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Reducing the essential core of equipment preserves more budget to spend on services and maintain employment.	Good		Good	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p>Communication and Engagement</p>	No impact	Neutral		Neutral	
<p>Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	Avoid costly claims against authority	Good		Choose an item.	
<p>Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	No impact	Neutral		Neutral	
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	No impact	Neutral		Neutral	
<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>	No impact	Neutral		Neutral	
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	No impact	Neutral		Neutral	
<p>Impact on Workforce</p>	Spending less on equipment preserves more of limited budget for employing staff and delivery appropriate services for less.	Good		Good	

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

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

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

Description of risks			
Reduced vehicles means a reduced resilience in the service area to meet peaks in demand (eg flooding, snow & storms)			
The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding)			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Vehicle and plant hire arrangements			Low
More modern equipment			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Potentially. As with general public, impact of highway network availability during adverse weather etc.			
Hire arrangement and a network of subcontractors			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing highways operations vehicles and equipment to a core of essentials will produce large budget savings and help maintain delivery of services. The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding). This risk is mitigated to an extent by hire arrangement and a network of subcontractors etc.	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Future vehicle and plant requirements will be reviewed as further service changes are made.
Please state when this Impact Assessment will be reviewed.
Annually

10. Sign Off

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Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-10a Street Lighting						
Outline Summary							
Introduce LEDs county wide to replace existing street lamps. Initial capital investment has been approved to purchase LED lamps, which will in the longer term reduce energy consumption and maintenance. The lamps will be replaced by our contractors on the county network.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Energy consumption and maintenance costs will be reduced.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The introduction of LED lamps will reduce energy consumption	Good		Good	Project documentation – Business Case
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	The introduction of LED lamps will reduce energy consumption	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	The introduction of LED lamps will reduce energy consumption	Good		Good	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The introduction of LED lamps will reduce the Council's running costs and will safeguard service delivery to ensure that the same level of street lighting can be maintained. This will negate the requirement to turn off existing street lamps.	Good		Good	
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The LED lamps have a longer life expectancy, and the introduction of these will reduce maintenance requirements.	Good		Good	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Cyngor Sir Powys County Council

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Life expectancy of lamps not achieved			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Ensure purchased lamps have appropriate guarantee			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The introduction of LED lamps will have a positive impact for the Council as energy consumption will decrease, as well as maintenance costs. This will be achieved without any impact to or reduction of service levels.	

Cyngor Sir Powys County Council
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8. Is there additional evidence to support the Impact Assessment (IA)?

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

9. On-going monitoring arrangements?

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

Energy bills and street lamp failures.

Please state when this Impact Assessment will be reviewed.

Six monthly following installation.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-10b Street Lighting – staff reduction						
Outline Summary							
Staff reduction through the removal of a vacant post within the service area. In recognition of the reduced maintenance requirements, this post will be removed as a result of the installation of LED lamps throughout the authority.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Service level will remain the service but with reduced staff costs	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal will reduce the requirement for skilled staff.	Poor		Poor	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The life expectancy of the equipment will increase which will safeguard service delivery in the longer term, and reduces the requirement for operatives to maintain the lamps.	Good		Good	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
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.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	The post is currently vacant, so there will be no further impact on existing staff.	Neutral		Neutral	

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

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

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

Description of risks			
Very limited staff resource could result in overburdening employees, which could impact on the ability maintain income levels from external customers			
Reliance on good attendance levels being maintained			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Deal with any occurrences via the sickness policy			Low
Monitor income achievement and react by taking on extra employees or use of contractors if required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Not recruiting to the vacant post will have no impact on current service delivery. Ongoing monitoring of workload and income levels will allow us to react accordingly and safeguard service delivery if required.	

Cyngor Sir Powys County Council
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8. Is there additional evidence to support the Impact Assessment (IA)?

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
 Income levels, staffing levels, sickness levels

Please state when this Impact Assessment will be reviewed.
 Quarterly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-10c Street Lighting – Income generation						
Outline Summary							
Increase income levels by providing maintenance of street lighting within neighbouring counties for NMWTRA. Provide maintenance to Ceredigion and Wrexham where the Council isn't currently providing this service.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Generating income for the Council means we can safeguard services staff. This would not be possible without the extra income.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	The proposal will maintain employment within the Council.	Good		Good	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal will enable the Council to maintain the current skilled workforce within the service.	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Generating additional income will safeguard the service and the staff within by reducing the requirement to decrease the level of service delivered.	Good		Good	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with NMWTRA to provide a required service.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Greater demand on the workforce which could result in longer working hours.	Poor	Opportunity for increase in overtime payments for employees	Good	

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

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

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

Description of risks			
Very limited staff resource could result in overburdening employees, which could impact on the ability to maintain income levels from external customers			
Reliance on good attendance levels being maintained			
Unable to fulfil our requirement to NMWTRA			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Deal with any occurrences via the sickness policy			Low
Monitor income achievement and react by taking on extra employees or use of contractors if required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
We have a good working relationship with NMWTRA, and taking advantage of additional income generation opportunities will safeguard the current level of service and maintain jobs.	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Income levels, staffing levels, sickness levels
Please state when this Impact Assessment will be reviewed.
Quarterly

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Cyngor Sir Powys County Council
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10. Sign Off

Position	Name	Signature	Date
Service Manager:	Adrian Jervis	Senior Manager Highways Operations	16 th November 2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-14 Increased Design team fee recovery						
Outline Summary							
<p>17/18 Raise Design Team income target by £25,000 from £390,914 to £415,914.</p> <p>Current turnover for the Engineering Design team is already forecast at a challenging £2.15M; approx. 50% of this income is from external sources, the rest is dependent upon internal or capital funds. This equates to an already demanding target of 18% 'profit'. The additional increase in target would increase the required 'profit' to 19.5% (assuming turnover remains at £2.15M).</p> <p>The proposal would look to increase margins through introducing more efficient ways of working and reducing overhead costs further (improve procurement of additional support).</p>							

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

Version	Author	Job Title	Date
1.1	Shaun James	Senior Manager Highways Technical	15/08/2016

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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Manage peaks in workload	Neutral	<ul style="list-style-type: none"> Improve resource management Continue to utilise partners and collaborations CWIC & WPAC Utilising Agency staff rather than 'embedded' framework consultant. Offering overtime to Staff. 	Neutral	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Engineering Design provides support to Infrastructure Revenue and Capital schemes (internal & external). It is a universal service.	Neutral		Neutral	
<i>Disability</i>	As above	Neutral		Neutral	
<i>Gender reassignment</i>	As above	Neutral		Neutral	
<i>Marriage or civil partnership</i>	As above	Neutral		Neutral	
<i>Race</i>	As above	Neutral		Neutral	
<i>Religion or belief</i>	As above	Neutral		Neutral	
<i>Sex</i>	As above	Neutral		Neutral	
<i>Sexual Orientation</i>	As above	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	As above	Neutral		Neutral	

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Cyngor Sir Powys County Council

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	In-house resource supplemented by support from others. Considered sufficient for short-term, however difficult to predict long term budget / capital investment	Unknown	Improve resource management. Continue to utilise partners and collaborations CWIC & WPAC. Utilising Agency staff rather than 'embedded' framework consultant. Offering overtime to Staff.	Unknown	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Cyngor Sir Powys County Council

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Not achieving the required level of income. From reduced internal and external funding or alteration of payment mechanisms / benchmarking.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Continue to monitor through financial forecasting			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Considered achievable, however reliant upon continued revenue and capital investment both internally and externally in order to sustain overall income levels.	

Cyngor Sir Powys County Council
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8. Is there additional evidence to support the Impact Assessment (IA)?

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

N/A

9. On-going monitoring arrangements?

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

Maintain existing monitoring arrangements

Please state when this Impact Assessment will be reviewed.

Income levels will be monitored quarterly.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Shaun James		15/08/2016
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr John Brunt
Policy / Change Objective / Budget Saving	1718-15 Highway Service reductions						
Outline Summary							
Highway Reductions – Reduced Vehicle and Plant. Undertake a fundamental review of council vehicles, plant and equipment for highways maintenance operations, and reduce to provide a consistent core of essential equipment across operating basis over the county in line with reducing budgets and service changes.							

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

Version	Author	Job Title	Date
1	Adrian Jervis	Senior Manager Highways Operations	03/10/16

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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal will reduce operating costs for the Council to meet the budget requirements.	Good		Good	Financial data on vehicle & plant costs
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Less vehicles equate to less pollution and co2 emissions. Reducing budget expended on vehicles & plant preserves jobs.	Good		Good	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Reducing the essential core of equipment preserves more budget to spend on services and maintain employment.	Good		Good	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p>Communication and Engagement</p>	No impact	Neutral		Neutral	
<p>Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	Avoid costly claims against authority	Good		Choose an item.	
<p>Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	No impact	Neutral		Neutral	
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	No impact	Neutral		Neutral	
<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>	No impact	Neutral		Neutral	
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	No impact	Neutral		Neutral	
<p>Impact on Workforce</p>	Spending less on equipment preserves more of limited budget for employing staff and delivery appropriate services for less.	Good		Good	

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

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

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

Description of risks			
Reduced vehicles means a reduced resilience in the service area to meet peaks in demand (eg flooding, snow & storms)			
The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding)			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk
Vehicle and plant hire arrangements			Low
More modern equipment			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Potentially. As with general public, impact of highway network availability during adverse weather etc.			
Hire arrangement and a network of subcontractors			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing highways operations vehicles and equipment to a core of essentials will produce large budget savings and help maintain delivery of services. The reduced fleet will have some negative impact on our resilience to deal with unusual peaks in demand on services (e.g. prolonged snow or flooding). This risk is mitigated to an extent by hire arrangement and a network of subcontractors etc.	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Future vehicle and plant requirements will be reviewed as further service changes are made.
Please state when this Impact Assessment will be reviewed.
Annually

10. Sign Off

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Position	Name	Signature	Date
Service Manager:	Adrian Jervis		03/10/2016
Head of Service:			
Strategic Director:			
Portfolio Holder:	Cllr John Brunt		25/01/2017

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-20 Leisure Contract						
Outline Summary							
The leisure contract was awarded to Freedom Leisure in April 2015, and service delivery was transferred in July 2015. As part of the tender process, year on year reductions in contract fees were identified. £350k savings are identified for 2017/18.							

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

Version	Author	Job Title	Date
1	Stuart Mackintosh Jenny Ashton Nina Davies	Head of Leisure and Recreation Service Strategy & Development Manager Countryside Access Officer	18 th January 2017

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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This will safeguard other services within the Council as it allows us to secure service provision at a reduced cost.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Due to the reduced fee year on year provided to Freedom Leisure, the contract requires them to increase income through membership and participation.	Good		Good	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Increasing fees and charges may result in a potential decline in some associations or groups booking facilities at the Leisure Centres.	Unknown		Unknown	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The reducing contract cost will contribute towards safeguarding other services within the Council as it allows us to secure service provision at a reduced cost. The contract provides a facility for investment which enables direct contributions to maintenance costs to be re-invested into our buildings.	Good		Good	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with Freedom Leisure to provide a sustainable solution for continued delivery of services.	Good		Good	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Potential reduction in service delivery due to reducing external grants			
Freedom not being able to fulfil the requirements and deliver the contract			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Contract management process			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
n/a			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The tender process was carried out in a formal compliant way under EU legislation. The method statements provided as part of the procurement process outline how Freedom Leisure will manage the contract and deliver the service for the centres transferred as part of the process. This met with the Council's requirements as part of the continued delivery of services. Ongoing contract management will ensure that Freedom Leisure fulfil their obligations as specified within the contract entered into. As a result of this service provision will remain for the end user.	

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

What additional evidence and data has informed the development of your proposal?
Method Statements, Tender Process Documentation

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Formal quarterly meeting with Freedom Leisure, attended by Chair of Scrutiny, Portfolio Holder & Paul Griffiths Presentation to Scrutiny by Freedom Leisure WAO review Monthly meetings Monthly audit meetings Daily contract management
Please state when this Impact Assessment will be reviewed.
As above

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenny Ashton		18 th January 2017
Head of Service:	Stuart Mackintosh		18 th January 2017
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-21 Countryside & Outdoor Recreation						
Outline Summary							
<p>The Service is charged with making savings across the 2015-19 3 year period. The Council have approved that the Service group will look to achieve this through limiting expenditure on countryside access work to statutory roles, and in encouraging volunteering. To also withdraw from outdoor recreation and play provision. Where transfer is not possible, dispose of asset or seek full cost recovery.</p> <p>The role of volunteers and the broad and longer-term aims of asset reduction and disposal are both considered through the Stronger Communities Programme Board, with update papers provided. A project board exist to review ongoing issues and opportunities in relation to the land asset area of work, being the most complex and multi-disciplinary.</p>							

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

Version	Author	Job Title	Date
V1	Stuart Mackintosh	Leisure & Recreation Services Manager	16/10/2015
V2	Stuart Mackintosh	Leisure & Recreation Services Manager	06/09/2016
V3	Stephan Butcher	Countryside & Outdoor Recreation Officer	15/12/2016

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal makes a direct saving	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	Reduced use of local contractors and through reduced contracting of the in-house LE service.	Very Poor	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. 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.	Unknown	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>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.</p>	<p>Good</p>	<p>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.</p>	<p>Good</p>	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>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.</p>	<p>Unknown</p>	<p>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.</p>	<p>Unknown</p>	<p>Previous Council Budget Seminar notes provided to members. MTFS 2012-15</p>

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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>As above</p>	<p>Unknown</p>	<p>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.</p>	<p>Good</p>	<p>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.</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	

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A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	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.	Unknown		Unknown	
<i>Disability</i>	As above	Unknown	All refurbishment work will be DDA compliant.	Neutral	
<i>Gender reassignment</i>	As above	Unknown		Unknown	
<i>Marriage or civil partnership</i>	As above	Unknown		Unknown	
<i>Race</i>	As above	Unknown		Unknown	
<i>Religion or belief</i>	As above	Unknown		Unknown	
<i>Sex</i>	As above	Unknown		Unknown	
<i>Sexual Orientation</i>	As above	Unknown		Unknown	
<i>Pregnancy and Maternity</i>	As above	Unknown		Unknown	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	The proposal may well impact upon this theme.	Unknown	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.	Unknown	Community Asset transfers, principally in Brecon and Radnor areas across 2012 - present
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</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. The predominant potential partners for taking on new roles and/or asset transfers tend to be local councils, which limits liability and long-term sustainability concerns, as they share local resident interests as a key driver.	Unknown	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.	Good	As above

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>As above</p>	<p>Unknown</p>	<p>The Service has been presented with budget reduction targets and therefore has considered options of reduced service or asset closure. As the assets are now largely open spaces and play facilities, these cannot be, nor should be, easily closed off to public use. Officers are seeking and reacting to all opportunities for transfer of either facility of management to others, so as to secure their ongoing future. Legal and Property Services are directly supporting change and in reviewing and supporting Expressions of Interest, where these are received from interested third parties.</p>	<p>Good</p>	
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Unknown		Unknown	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Mitigating actions include a phased approach to allow changes to be pursued and delivered over 3 years.			Low
Tendering of grounds maintenance has occurred and in management of volunteers has been retained and is being pursued as a long-term contributor to sustainable outdoor services, together with free advice being sought for local communities through PAVO. PAVO is also leading on a project to widen understanding and opportunities for volunteering through the Stronger Communities Programme Board, to which the Service contributes. Expression of Interests for assets is also now reviewed through a Strategic Asset Board, chaired by the Portfolio Holder for Property.			Low
Submission of business cases as may be appropriate in support of capital support for service change to facilitate local community delivery			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Yes, LE service who has been largely used as contractor to undertake seasonal grass cutting. A joint review and joint sourcing of local tenders for this work has been undertaken in winter 2015, and this new external working arrangement is now in place and has secured limited reductions in costs to the Outdoor Recreation Service. This approach contributes but does not remove the drive to transfer management and / or ownership of land and assets to others, in order to sustain public outdoor recreation facilities over the 3-year MTFS period and beyond.			

7. Overall Summary and Judgement of this Impact Assessment?

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. 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>	

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

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

Information provided in previous EqIAs, has considered impacts upon local communities in transferring recreational assets. The Council Residents Survey 2013 is the last published sources of data available for broad analysis and has been used in this assessment.

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.

Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Stephan Butcher		15/12/2016
Head of Service:	Stuart Mackintosh		16-10-2015; Reviewed and updated V2 6/9/2016
Strategic Director:			
Portfolio Holder:	CLlr Graham Brown		26/01/2017

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-22 Concurrent Functions Grants						
Outline Summary							
To cease payment of the Concurrent Functions Grants provided to town and community councils in some areas of 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. This is the removal of the remaining 50% of grants as the scheme ends on 31 st March 2017.							

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

Version	Author	Job Title	Date
V1	Stuart Mackintosh	Leisure & Recreation Services Manager	16 th October 2015
V2	Stuart Mackintosh	Leisure & Recreation Services Manager	15 th December 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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	The proposal makes a direct saving	Good		Good	Strategic Director letters to T&C Councils
Supporting people in the community	No direct impact known	Neutral		Neutral	No response received from letters sent to Town and Community Councils.
Developing the economy	No direct impact known	Neutral		Neutral	
Learning	No direct impact known	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No direct impact known	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No direct impact known	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No direct impact known	Neutral		Neutral	No response received from Town & Community Councils in respect of withdrawal of grant
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No direct impact known	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No direct impact known	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No direct impact known	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p>Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The Council's vision statement states: - In the future, communities themselves will be responsible for some services as we continue to deliver some, but not all services. Our role will be different, we will be assisting and supporting but not necessarily delivering services. 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.</p>	Good	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.	Good	
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The Council's vision statement states: - In the future, communities themselves will be responsible for some services as we continue to deliver some, but not all services. Our role will be different, we will be assisting and supporting but not necessarily delivering services. 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.</p>	Good	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.	Good	
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>Letters sent from Strategic Director to each affected Town & Community Council, informing them of the withdrawal of the grant</p>	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Prevention: Understanding the root causes of issues to prevent them from occurring.	No direct impact known	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No direct impact known	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No direct impact known	Neutral		Neutral	
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 direct impact known	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No direct impact known	Neutral		Neutral	
Impact on PCC Workforce	No direct impact known	Neutral		Neutral	

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

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

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

Description of risks			
Loss of outdoor recreational facilities			
Failure to carry out maintenance of outdoor recreational facilities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Phased reduction across two years ending 31 st March 2017			Low
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.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
None known			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The grant does indeed support localised recreational activity in some areas of Montgomeryshire, though very indirectly through 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. 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.	

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

What additional evidence and data has informed the development of your proposal?
Information provided by Treasury Manager as summary of services supported through this grant application mechanism.

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.
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Stuart Mackintosh		15 th December 2016
Strategic Director:			
Portfolio Holder:	Cllr Graham Brown		26/01/2017

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Service Area	Catering Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rosemarie Harris
Policy / Change Objective / Budget Saving	1718-23 Full cost recovery on school meals and Council catering outlets						
Outline Summary							
<p>The service continues to monitor individual kitchen performance, measuring meal uptake, staff hours and food costs.</p> <p>The service will continue to ensure meals are provided in the most efficient way. Proposals that affect individual school provision will be subject to individual reviews and supporting business cases.</p> <p>School meal prices have recently risen by 5p, to contribute to the budget reduction for 16-17.</p> <p>Work has commenced on reviewing and monitoring income/expenditure in the 2 staff canteens. Following this exercise in winter 2016-17, 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.</p>							

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

Version	Author	Job Title	Date
V2	C Leighton and J Rawbone	C&C Development Manager and Principal Catering Manager	10 th August 2016

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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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community to live fulfilled lives	No impact	Neutral		Neutral	
Developing the economy	Maintaining an in-house school meal provision throughout Powys retains the £ in Powys / Wales	Good	To further promote our in-house service / meal provision	Very Good	Continue to have a presence at parent evenings and monitor uptake levels
Improving learner outcomes for all, minimising disadvantage	Having one menu and a standard meal provision throughout all Schools minimises the identity of FSM pupils and encourages equality	Good	To continue to provide and promote the FSM provision	Very Good	Continue to have a presence at parent evenings and monitor uptake levels

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Remodelling council services to respond to reduced funding	Following full evaluation of the 2 staff restaurants an alternative provision may need to be implemented	Good	The Service is seeking to achieve full cost recovery in the 2 staff canteens, whilst offering PCC staff a lunchtime provision and security to canteen employees.	Good	Following the review and remodelling of the service provision and achievement of full cost recovery

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

Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Maintaining an in-house school meal provision throughout Powys provides skills and jobs to local people	Good	To retain staff through better communication and ongoing training	Very Good	Reduction in turnover of staff More use of staff evaluation
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	

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<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The provision of school meals and the increased uptake in line with the Welsh Government healthy eating measure (2009) promotes a healthy school meal across Powys helping to tackle national obesity</p>	<p>Neutral</p>	<p>The 5p increase is less than previous price increases applied and represents a 2% increase. It is not anticipated to have major impact on uptake, which will continue to be monitored.</p>	<p>Neutral</p>	<p>Impact on uptake based upon previous price changes, has not led to significant 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.</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>As much as is viable the Service sources local Welsh suppliers and considers the economic impact</p>	<p>Good</p>	<p>The 5p increase is less than previous price increases applied and represents a 2% increase whilst continuing to source local Welsh Suppliers.</p>	<p>Very Good</p>	<p>Continue to actively participate in tender / contract procedures to ensure the social, economic and environmental well being</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Use of the Welsh language, for food names etc. during service is encouraged throughout the catering team</p>	<p>Good</p>	<p>Within the Welsh medium schools we encourage the whole school approach to supporting the use of the Welsh language</p>	<p>Good</p>	<p>Continue to fully support the use of the Welsh language</p>

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<i>Treating the Welsh language no less favourable than the English language</i>	Our menu is in both Welsh and English, all information sent out is also in both languages. Our internal documentation for food safety is not bilingual, however staff are given the option of having this in other languages including Welsh	Neutral	To continue to be supportive of the Welsh language wherever and whenever requested or required	Good	Continue to fully support the use of the Welsh language
<i>Opportunities to promote the Welsh language</i>	Opportunities for staff to use Welsh language during service is encouraged and supported	Good	Work with schools to support the use of Welsh language during lunchtime service	Good	Continue to fully support the use of the Welsh language
<i>Welsh Language impact on staff</i>	Within the Welsh medium schools the use of the Welsh language is essential on catering JD/PS	Poor	Offer staff training to meet the criteria level	Good	Continue to fully support the use of the Welsh language
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	To operate catering machinery individuals are required to be 18 or over as stipulated under HSE guidance	Poor	This does not exclude potential employees under 18, working in the kitchen as trainees. Their induction allows that they can observe all activities involving machinery	Neutral	For trainees full workplace assessments are carried out, prior to work placement
<i>Disability</i>	Adaptations are made where reasonably practical to include disabilities, this can include supporting employees with food hygiene utilising 1 to 1 support and online resources	Good	Workplace assessments are carried out to access level of capabilities in line with Food safety and Health & safety. Support and training are encouraged throughout the catering service	Good	Copies of individual staff risk assessments / workplace assessments are held on personal files
<i>Gender reassignment</i>	The catering service conforms to all policies, procedures and legislation within gender reassignment	Very Good		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	

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<i>Pregnancy and Maternity</i>	All reasonable adaptations are put in place during pregnancy Temporary positions are created to cover maternity leave	Very Good		Very Good	
<i>Equality Impact on PCC Staff</i>	The catering service conforms to all policies, procedures and legislations	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle					
<i>Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	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.	Neutral		Very Good	
<i>Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	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.	Neutral	Links continue between the Catering Services in Powys and Monmouthshire CCs. This allows for production of joint menus and nutritional analysis The Service continue to work closely with schools, to promote uptake and theme days. Efficiencies are created where exports are necessary or the cleaning service require vans late afternoon by utilising the vans to maximise resources.	Good	An average of 6 theme days will be completed in 2016 (euro 16 and Olympics). Launch of new joint menu with Mons CC in November 2015. Supported by Portfolio Holder and CX (Mons CC).

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> <p>Communication and Engagement</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.	Poor	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.	Good	As above
<p>Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</p>	The use of local authority networking looking at best practice and lessons learnt and using this information to benefit our own activities/efficiencies. Early identification of problems are promptly and proactively addressed so issues are not escalated.	Good	Continually evaluate and monitor the service and seek to further improve communications to all stakeholders.	Very Good	Use of service data, customer feedback Service Risk register Service Impact assessment
<p>Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	The use of integrating with Monmouthshire and other local authorities in Wales means we share common objectives and legislation to deliver school meals across Wales. Our goals include maximising FSM uptake and promoting the healthy eating measure in maintained schools (Wales) 2009	Good	Attend APSE, LACA and cross boundary meetings to share and promote good practice and common problems or issues	Very Good	Success in LACA and APSE awards. Principal Catering Manager is Vice chair of LACA Wales Service Development Manager is secretary for APSE Wales

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	All catering positions in Powys are advertised and the recruitment policy is followed for shortlisting and appointment of positions. Applicants with disabilities are considered and reasonable adjustments are made to enable individuals to be in work and paid employment. Maintaining one menu and one meal price throughout all primary schools in Powys to minimise impact in rural areas and where families have several children.	Good	Continue to offer all positions to the people of Powys regardless of socio economic background and circumstances	Very Good	
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.	All catering employees undergo full induction training which covers child protection and are made aware of who to report any concerns to. In addition wherever possible catering staff attend child protection training level 2 at individual schools. All school based catering employees are required to have a DBS every 3 years	Very Good		Very Good	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Very Good		Very Good	
Impact on Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks

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The risks presented are minimal to the catering service delivery or the council with careful planning, monitoring and managing of the service			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓
Mitigating Actions			Residual Risk
Review of County Council canteen arrangements			Low
School meal prices have recently risen by 5p, to contribute to the budget reduction for 16-17			Low
The service continues to monitor individual kitchen performance, measuring meal uptake, staff hours and food costs.			Low
The service will continue to ensure meals are provided in the most efficient way.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
<p>Work will be completed on reviewing and monitoring income/expenditure in the 2 staff canteens.</p> <p>Following this exercise in December 2016- January 2017, 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.</p>		

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

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

Kitchen activity record sheets
 Percentage uptake of FSM's
 Increased uptake and income on theme days
 Early indication from the introduction of cashless, is resulting in increased uptake in particular within high schools

9. On-going monitoring arrangements?

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

Monitoring of roll numbers
 Monitoring of uptake at all schools for both free and paid meals
 Monitoring of labour hours per meals served and addressing any shortfalls
 Arrange for a suite of reports to monitor catering performance under cashless

Please state when this Impact Assessment will be reviewed.

August 2017

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton and Jason Rawbone		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Rosemarie Harris		24/01/2017

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving		1718-25 Arts: Theatre funding reduction to a minimum, but sustainable ongoing position will deliver modest additional savings from alternative delivery arrangement					
Outline Summary							
<p>i) The externalisation of Powys Dance has provided the means to make savings over the course of the MTFs. Savings will contribute to targets for 2016/17 and also meet the 2017/18 and 2018/19 targets, as the costs of the SLA with Powys Dance reduces over time. These reducing costs will be taken as savings. Powys Dance received the news on 23 September 2015 that the Arts Council of Wales believes the organisation should be considered as a priority for support from April 2016 onward as part of the Investment Review of the Revenue Funded Organisation (RFO) portfolio. This means that the reducing support provided by the Council will threaten less the sustainability of the new Trust.</p> <p>ii) Reductions in the Music Development Fund have necessitated a move to a Powys Young People Music Development Fund (PYMDF) being set up in order that less funding is more equitably and strategically distributed.</p>							

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

Version	Author	Job Title	Date
V1	Lucy Bevan	Arts & Culture Commissioning Officer	12/01/2107

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Reductions in the Music Development Fund have necessitated a move to a Young People Music Development Fund (PYMDF) being set up in order that less funding is more equitably and strategically distributed. Responsibility for young people's music services devolved entirely to voluntary & private sector, at less cost to Council but with continued modest strategic influence	Good	The delivery of a grant funding scheme aims to ensure as 'equitable as possible' spread of support to music organisations across the county despite less resources being available. Increased joint working and sharing of resources between organisations.	Good	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Reduced access to music making opportunities for young people and potentially less public performances in local communities.	Poor	Develop PI collection associated with PYMDF and analysis of audience & participation for Music Development activities. Modest funding more strategically awarded, organisations encouraged and supported to seek additional external funding (e.g. Sustainability School for the Arts training programme & Arts & Business Board Development programme).	Neutral	
Developing the economy	Less support available to assist small voluntary organisations delivering music services putting strain on their own resources and operational capacity. Contribution of small organisations to the local economy reduced as capacity and activity is reduced.	Poor	Some Council funding support helps organisations to lever funding from elsewhere and the Arts Service continues to provide advice and guidance on business development, alternative sources of funding & operational matters.	Neutral	
Learning	Significant reduction in opportunities to learn and play musical instruments to disadvantaged young people and families as barriers such as transportation availability & support, cost of fees & tuition etc. increase.	Poor	Council owned musical instrument stock has been gifted (as asset transfer) to youth music organisations to assist them in supporting more young people to learn by making instruments available. Criteria of grant funding criteria – that activity adheres to the principles of accessibility, inclusion & equality.	Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Reducing opportunities for jobs for music professionals, less young people attaining in the playing and performing of music and achieving national standard and inclusion in National Youth Orchestras. Powys Dance continuing training and mentoring of dance practitioners and maintaining activity levels – classes, production etc.	Poor	Schools Services have opportunity to boost creativity within the curriculum through WG requirement for 'Creative Arts' and the Creative Plan for Learning. Powys Dance maintaining similar levels of employment.	Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact.	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Participatory activities involving creativity benefitting mental health and activities such as dance and performing art contributing to active & healthy lifestyles.	Poor	Powys Dance maintaining if not developing programme of activities reaching out to target groups Dementia / Parkinson's.	Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	People's recreational & cultural lives supported by availability of cultural provision in local communities. Where provision reduces, benefits diminish.	Poor	Arts & Cultural Service support for arts development initiatives and support for sustainability of arts sector providers continuing.	Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.		Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					

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<i>Opportunities for persons to use the Welsh language</i>	Powys Dance delivers bilingual community dance services throughout the county.	Neutral	PYMDS able to support activity delivered through the medium of Welsh.	Good	
<i>Treating the Welsh language no less favourable than the English language</i>	Standards will remain in place and all promotional material available bilingually.	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	Some Welsh language performances delivered.	Neutral	Use of SLA's & grant schemes to encourage / require supported organisations to promote Welsh language e.g. theatre programming presenting Welsh language performances.	Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	Participation in dance and music activities is encouraged and supported by Powys Dance and youth music organisations making provision available & accessible across the county and to a wide range of communities	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	Music services for young people reduced access.	Poor		Poor	
<i>Disability</i>	No impact	Neutral		Neutral	
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Less access for young people to music learning and skill development opportunities and to realise their own ambitions.	Very Poor		Very Poor	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The Councils Arts & Cultural Service increasingly depends on external delivery of arts activity to meet shared objectives. Collaboration in delivery methods e.g. externally funded co-production projects is increasingly routine (commissioning model). Shared project development including raising additional external funding.	Very Good		Very Good	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Arts Council of Wales providing funding to arts sector and the setting & implementation of objectives & outcomes is integrated.	Good		Good	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact.	Neutral		Neutral	

Achievability of Policy / Change Objective / Budget Saving?

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

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

Description of risks			
Continued diminished funding and the resultant strain on organisations could lead to loss of services and externally provided activities. Young people will suffer from lack of professionally supported extra-curricular music activities crucial to developing interest, skill and talent – lack of attainment and progression opportunities. Importantly, diminishing Council funding leads to the loss of confidence of major funding bodies and Trusts in investing in Powys if match funding (Council sourced) is insufficient or unavailable.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Arts & Cultural Service to continue trajectory of: - <ul style="list-style-type: none"> seeking & securing additional external funding to resource services, projects and activities providing developmental support to external arts sector providers increase type, quality and range of partnership working & collaborative arrangements, including regionally 			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Regeneration, Tourism, Schools Service, Youth Service.			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Assessment of the impact of reduced funding available for youth music concludes that a modest negative impact may be observed including the loss of some provision, however efforts of the Arts Service in working closely with external arts organisations and the sector, will attempt to mitigate such impact by seeking and putting in place adaptive delivery models with alternative resources – this comes with a far greater reliance on volunteer support.</p> <p>The impact of reduced Council funding to Powys Dance is not considered as a significant risk nor likely to negatively impact on the individuals and communities making use of their services, due to the innovative approach taken to business planning and development undertaken by the newly established CIO – staff and Board members.</p>	

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:			
Strategic Director:			
Portfolio Holder:	Clr Graham Brown		26/01/2017

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving	1718-26 – 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.							

1. 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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Managed and operated independently of the Council, the theatre venues already represent excellent models of community management and service delivery with some but not sole reliance on Council funding.	Good		Good	Cabinet Report C65-2015

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>Access to theatre provision for residents of Powys and visitors to the county contributes to the social, economic and cultural health of communities and to the well-being of individuals.</p> <p>The theatre venues each provide a wide range of activities and events in which people are involved actively as participants, audiences, volunteers, employees, artists, arts practitioners and learners.</p> <p>Community organisations and groups access professional performing arts facilities to present their work and generate income from ticket sales to support their activities. Groups who regularly perform include male voice choirs, bands, YFC groups, Urdd, schools, amateur dramatic groups, and community choirs – all bringing in a wide range a local community members as audiences.</p> <p>Enhancing levels of participation, especially among those in the community who are disengaged or ‘hard to reach’, can contribute to reducing ‘downstream’ healthcare costs.</p> <p>Community safety: the arts have an extensive record of engaging young people at risk and reducing anti-social behaviour.</p>	Neutral		Neutral	

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Developing the economy	<p>The theatres contribute significantly to community and economic regeneration through: - Creating employment – 34 full time jobs, occasional & part-time and contracted work opportunities for local people, including arts professionals. <i>‘A successful venue not only employs its own staff, but contributes to an environment in which businesses can develop, directly by providing facilities that enable the growth of entrepreneurial business, and indirectly by regularly drawing people to a town’.</i></p> <ul style="list-style-type: none"> - Encouraging tourism – contributes to local tourism offer, drawing audiences into Powys from across all borders. Bringing business into Powys – conferences, corporate events, companies and arts professionals touring to the county, - Boosting house prices & population– having an arts centre, theatre venue or other cultural facility has a positive impact on property prices and is important in encouraging people into the area as visitors or new residents. - Procuring and purchasing local services and supplies – materials; bar & catering supplies; building & operational maintenance; contracted & commissioned services / local businesses – benefit from associated trade brought into the area e.g. shops, hotels, guest houses & campsites, restaurants and cafes. 	Neutral		Neutral	‘Playing to Strengths’ Noble Openshaw Report

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Council Priority	How does the policy / change objective impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
	- Leverage of external funding and investment.				
Learning	<p>The theatres, regionally spread across Powys, contribute to improving learner outcomes for all on an equitable and inclusive basis through:</p> <ul style="list-style-type: none"> - Providing education, training and skills development opportunities – technical theatre apprenticeships, professionally delivered, inclusive educational outreach programmes involving primary and secondary and special schools contributing to curricular and non-curricular learning. - Providing technical, marketing and management training to local amateur theatre groups, YFC, schools, youth and community groups - Schools across Powys visiting the theatre venues to participate in educational activities, to attend shows and to perform. <p><i>‘Young people who participate in the arts are not just gaining direct skills, but also those indirect attributes (articulacy, confidence, self-awareness, team-working etc.) which enhance their ability to benefit from other forms of education’.</i></p>	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Using tried and tested Activity Based Costing methodology, we have identified specific actions that individual venues can take to improve their trading positions, but we have been unable to identify any opportunity that offers the prospect of significant improvements in earned income. Trading – whether mainstream cinema or volunteer-run bar can, with these actions, be at best expected to return reduced losses. We have not found anywhere the possibility of generating additional net income in the tens of thousands of pounds. With one minor exception, once all relevant costs are taken into account, every aspect of venue business makes a loss before applying grant funding.</p>	<p>Poor</p>		<p>Poor</p>	<p>Cabinet Report C65-2015 – Appendix C</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>The potential loss of local access to community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	

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<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Loss of theatre provision in the county will require residents to travel significant distances to access theatre venues outside of the county to experience professional performing arts.</p>	<p>Neutral</p>		<p>Neutral</p>	
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Welsh speakers will be affected through the loss of local access to professional Welsh language performing arts productions, Welsh language community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Poor</p>		<p>Poor</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>No impact</p>	<p>Neutral</p>		<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>The potential loss of local access to professional performing arts productions, community events and activities.</p>	<p>Poor</p>		<p>Poor</p>	
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

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Age	The assessment indicates that the protected characteristics groups particularly affected includes all people. However, all communities across the county will potentially be equally affected. Access to cultural events and community activities will affect all existing and potential audience members and participants. In particular, those disadvantaged by the loss of theatre provision locally and in their communities would include: - disabled people, unemployed, low income families and individuals, children & young people, Welsh speakers, elderly people and those without access to independent transport.	Poor		Poor	
Disability	As above	Poor		Poor	
Gender reassignment	No impact	Neutral		Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	
Race	No impact	Neutral		Neutral	
Religion or belief	No impact	Neutral		Neutral	
Sex	No impact	Neutral		Neutral	
Sexual Orientation	No impact	Neutral		Neutral	
Pregnancy and Maternity	No impact	Neutral		Neutral	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Arts Council of Wales have been consulted on the savings proposals and the Council's Arts Service is involved on an ongoing basis in joint strategic planning.	Good		Good	
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Joint consultation meetings with representatives from the theatres' boards of management and with theatre staff have taken place since spring 2014 with the aim of sharing information and inviting discussion. These have been followed by further individual meetings with each of the venues throughout the autumn of 2014 enabling detailed information to be shared, issues to be explored and considered, and an understanding to be gained of each venues approach to addressing the risks associated with the budget cuts. Arts Council of Wales Officers have been involved in these meetings.	Good		Good	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Arts Council of Wales have been consulted on the savings proposals.	Good		Good	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The assessment indicates that the protected characteristics groups particularly affected includes all people. However, all communities across the county will potentially be equally affected. Access to cultural events and community activities will affect all existing and potential audience members and participants. In particular, those disadvantaged by the loss of theatre provision locally and in their communities would include: - disabled people, unemployed, low income families and individuals, children & young people, Welsh speakers, elderly people and those without access to independent transport.	Poor		Choose an item.	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
The risk associated with a reduced grant support to the theatres is that this might fundamentally impact upon their ability to continue.			
This will inevitably lead to inequality of access for Powys residents due to issues of availability and affordability of transport, financial costs involved, time constraints and lifestyle limitations.			
Loss of jobs and employment opportunities			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Extensive meetings and consultations over an 18 month period			Low
Actions taken as a result of a formal review in 2013 – 15, with significant changes in funding arrangements approved by Cabinet			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
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.			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The current level of Council financial support represents good value for money. Any further reduction in public funding to the theatre venues is likely to result in closure thereby removing valued cultural and social community resources along with the associated economic and regeneration benefits the organisations contribute to the county.	

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

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.

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 Arts Service on a regular basis.
Please state when this Impact Assessment will be reviewed.

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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:	Cllr Graham Brown		26/01/2017

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Service Area	Museum Service Leisure and Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Graham Brown
Policy / Change Objective / Budget Saving		1718-27 Museums: Explore Trust type model whilst devolving Llanidloes, Presteigne and Newtown to local delivery or failing that alternative provider, de-commission					
Outline Summary							
<u>All-Wales Position</u>							
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 2016. 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). 							
<u>Powys Museum Service</u>							
In 2015 Powys County Council 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 5 museums in Powys:							
<ol style="list-style-type: none"> 1. Brecknock Museum and Art Gallery (Shire museum) 2. Llanidloes Museum (local/town museum) 3. Powysland Museum and Cottages (Shire museum) 4. Radnorshire Museum (Shire museum) 5. The Judge's Lodging, Presteigne (visitor attraction) 							
In 2016 Newtown Textile Museum which was previously owned and operated by the Council was transferred to a local community group. The Judge's Lodging in Presteigne is owned by the Council but operated by the Presteigne Shire Hall Museum Trust, and discussions are currently being held about a possible CAT transfer. Plans to co-locate Llanidloes library with Llanidloes museum in the Town Hall will be implemented in 2016.							

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

Version	Author	Job Title	Date
V1.0	Catherine Richards	Principal Lead Museums, Archives and Information Management	26 Oct 2015
V2.0	Catherine Richards	Principal Lead Museums, Archives and Information Management	31 Aug 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 Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	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.	Good		Good	One Powys Plan Appraisal of Trust Options for Powys Museum Service, Oct 2015
Supporting people in the community	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.	Good		Good	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015
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	Good		Good	As above

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Council Priority	How does the policy / change objective impact on this priority?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	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.	Good		Good	As above

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

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Well-being Goal	How does the policy / change objective contribute this goal?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	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.	Good		Good	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	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.	Good		Good	As above

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>As above</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>

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<i>Opportunities to promote the Welsh language</i>	As above	Good		Good	As above
<i>Welsh Language impact on staff</i>	As above	Good		Good	As above
<i>People are encouraged to do sport, art and recreation.</i>	Powys museums enable people to explore collections for inspiration, learning and enjoyment.	Good		Good	As above
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	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.	Good		Good	A Museums Strategy for Wales 2010-2015 Appraisal of Trust Options for Powys Museum Service, Oct 2015
<i>Disability</i>	As above	Good		Good	As above
<i>Gender reassignment</i>	As above	Good		Good	As above
<i>Marriage or civil partnership</i>	As above	Good		Good	As above
<i>Race</i>	As above	Good		Good	As above
<i>Religion or belief</i>	As above	Good		Good	As above
<i>Sex</i>	As above	Good		Good	As above
<i>Sexual Orientation</i>	As above	Good		Good	As above
<i>Pregnancy and Maternity</i>	As above	Good		Good	As above

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</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.	Good		Good	Expert Review of Local Museum Provision in Wales 2015
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	Following the Trust type model will mean working in partnership with other organisations will be essential to deliver improved outcomes.	Good		Good	As above
Involvement (including Communication and Engagement): <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	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.	Good		Good	As above
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</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.	Good		Good	As above

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i></p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</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>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.</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	<p>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</p>	<p>Good</p>		<p>Good</p>	<p>As above</p>

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Impact on PCC Workforce	A Trust type model will possibly see museum service staff transferred to a new organisation	Good		Good	As above

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

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

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

Description of risks			
Need at least 6 to 9 months to set up a trust and register as a charity.			
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).			
A new trust will have no reserves to fall back on at least initially.			
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			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
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.			Low
Need a strong board of trustees with business focus, mixed with local expertise			Low
Will need to build up a reserve and develop a reserves policy (to cover a certain level of operating expenditure)			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Brecknock Museum shares the Cultural Hub with Brecon Library. Llanidloes Museum will 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.			

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7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
<p>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.</p>		

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

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

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Catherine Richards		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Clr Graham Brown		26/01/2017

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FORM ENDS

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving	1718-30 Small school closures						
Outline Summary							
The proposal is to reduce the schools delegated budget to reflect the net reduction in budget requirement following the formal closure of Schools, Streams and units in the previous financial year.							

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

Version	Author	Job Title	Date
V1	Gareth Jones	Senior Manager – Central Services	28 th October 2015
V2	Gareth Jones	Senior Manager – Central Services	17th December 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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	All transformation proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding. The proposal will: i) Reduce overall surplus capacity ii) Deliver a more cost-effective delivery of learning iii) Provide an infrastructure that is resilient to future demographic or financial challenges	Good		Good	Consultation reports Schools service asset management plans

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	Although the relevant education provision in the affected school will be removed, provision would be available in neighbouring larger schools / streams / units, which are more viable and will ensure a greater level of stability and resilience in terms of the provision of primary education. However, in smaller communities the school may be the only facility and the potential loss of community facilities for the village will impact on this priority.	Poor	The school buildings are owned by either the council or the Church in wales. Following any decision to close the school, the authority would engage in discussion with the Church and community in relation to future use of the school building.	Neutral	Consultation reports School service Asset management plan
Developing the economy	Concern has been expressed that the removal of a school from a community will have an impact on job opportunities in the village. Pupils will be transferred to neighbouring larger schools / streams / units where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.	Neutral	The authority will utilise its schools redeployment policy to ensure that staff in the affected schools have opportunities to be appointed to other posts within other schools/ streams /units	Neutral	Consultation reports
Learning	All proposals aim to ensure that high quality education is accessible to all, and that it is affordable and sustainable with a focus on high quality leadership, teaching and learning. All children and young people (including those in receipt of free school meals and with additional learning needs) will be supported to achieve their full potential at the named receiving school or any other school pupils might wish to transfer to.	Good	In all School closures, transition plans would be put in place to support pupils with their move to alternative provision, to ensure that disruption is minimised and to ensure that all pupils achieve their full potential.	Good	Consultation Plans Estyn reports

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>All transformational proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding. Pupils will be transferred to neighbouring larger schools / streams / units where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.</p>	<p>Good</p>		<p>Good</p>	<p>Consultation reports Estyn reports</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The authority supports the Welsh Government's aspiration for 21st Century Schools which are for:</p> <ul style="list-style-type: none"> - learning environments that will enable the successful implementation of strategies for improvement and better educational outcomes - greater economy and efficiency for learning environments through better use of resources - a sustainable education system in Wales that meets national building standards and reduces the recurrent costs and carbon footprint of education buildings <p>It is the authority's long term strategy to improve all its learning environments. However, the authority recognises that there will be additional travel involved for pupils.</p>	<p>Neutral</p>	<p>The authority has commissioned a review of those assets that were graded C or D in terms of condition, suitability and sustainability, and following receipt of this, will be considering an investment strategy to improve the sustainability and suitability of these buildings.</p>	<p>Good</p>	<p>Schools Service Asset Management Plan</p>

<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Concerns are often raised in relation to the impact of the proposal on the well-being of pupils due to the proposed change of school and circumstances.</p>	<p>Poor</p>	<p>Full support will be provided to pupils transferring to the named receiving school or any other school to aid their transition.</p>	<p>Neutral</p>	<p>Consultation reports</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Concern has been raised in relation to the impact of the proposal on the affected community and community activities in the area. In particular in small communities concern is expressed when the school is the only community building in the local community.</p>	<p>Poor</p>	<p>The school buildings are owned either by the authority or Church in wales. Following any decision to close a school, the authority would engage in discussion with the community and Church in relation to future use of the school building.</p>	<p>Neutral</p>	<p>Consultation reports Service asset management plan</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The authority’s view is that the proposals made seek to improve the learning opportunities and outcomes for all children, and that the proposal has the best interests of the child at heart. During the consultation processes, pupils are given the opportunity to contribute to the discussion, meeting the requirements of the UN Convention on the Rights of the Child for children to be heard.</p>	<p>Good</p>		<p>Good</p>	<p>Consultation reports</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>The authority when considering any transformation proposals ensures that the individual pupils access to 1st or 2nd language welsh provision is maintained, with those pupils directly affected through the closure of a Welsh Stream being able to access 1st language welsh provision in a larger welsh medium school or stream.</p>	<p>Neutral</p>		<p>Neutral</p>	<p>Welsh in Education Strategic Plan (WESP)</p>

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<i>Treating the Welsh language no less favourable than the English language</i>	As above	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	As above	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	As above	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	All schools offer a range of extra-curricular opportunities which provide opportunities for pupils to take part in sport, art and recreation, a wide range of activities are also provided at the named receiving school. As a larger school, it is likely that a wider range of activities would be available at the named receiving school. However, due to additional travel children living in the affected community may be unable to access activities provided after school due to their reliance on home to school transport.	Neutral	The authority will work with the Head teacher and Governing Body of the named receiving school and other schools pupils may wish to transfer to, to ensure that participation in all school activity is maximised for all learners.	Neutral	Community Impact Assessments Consultation reports
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	The school transformation proposals does not impact on a specific group than any other group or the general population. Each consultation proposal is supported by a specific impact assessment for the individual proposal.	Neutral		Neutral	Consultation reports
<i>Disability</i>	As above	Neutral		Neutral	Consultation reports
<i>Gender reassignment</i>	As above	Neutral		Neutral	Consultation reports
<i>Marriage or civil partnership</i>	As above	Neutral		Neutral	Consultation reports
<i>Race</i>	As above	Neutral		Neutral	Consultation reports
<i>Religion or belief</i>	As above	Neutral		Neutral	Consultation reports
<i>Sex</i>	As above	Neutral		Neutral	Consultation reports
<i>Sexual Orientation</i>	As above	Neutral		Neutral	Consultation reports
<i>Pregnancy and Maternity</i>	As above	Neutral		Neutral	Consultation reports

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

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p>Long Term: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>The School Transformation Programme considers the general long term forecasts for the Powys population, where it is identified that the population figures for school aged children will continue to fall.</p> <p>The proposals will provide better value for money for the council in the long term, by ensuring more equitable distribution of funding.</p> <p>Pupils will be transferred to neighbouring larger schools where the quality of education is at least as good as the current provision, enabling them to develop skills that will prepare them to enter the workforce.</p>	Good		Good	School Service Asset Management Plan Pupil projections
<p>Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i></p>	<p>The named receiving schools will continue to work in collaboration with other schools in the cluster and regionally, and with other partners, to ensure that every pupil is fully supported.</p>	Neutral		Neutral	
<p>Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i></p>	<p>A wide range of meetings take place with all proposals including statutory meetings with the Governing Body, Staff, Pupils, Parents and community when determining the proposals. Consultation on the proposals take place in accordance with the School Organisation Code, which included consultation meetings with staff, governors and parents / community, as well as a meeting with the school council.</p>	Neutral	<p>If the proposals are implemented, there will be an opportunity for any parent to seek election to the governing body, and there will be an opportunity for all parents to continue to engage with the school and governing body.</p>	Neutral	Consultation reports

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>The reasons for the proposals to close a school / stream / unit are many and complex and can include:</p> <ul style="list-style-type: none"> - A school / stream / unit has low numbers on roll for the three previous years. - A level of significant surplus places at the school - The funding per pupil is more than 120% of the council's average <p>The proposals will normally provide better value for money for the council in the long term, by ensuring more equitable distribution of funding and a more sustainable model of education.</p>	Good		Good	
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>With the majority of the transformation proposals, most of the issues raised during the consultation exercises are not supportive of the proposal.</p> <p>The service has undertaken some post implementation reviews of the impact and there is generally positive integration into the receiving schools community</p>	Poor	<p>The authority should undertake a timely post implementation review, through communication with the affected families.</p>	Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Free transport will be provided to all qualifying pupils affected by any proposal. However, it is acknowledged that it may be more difficult for the parents of pupils on low incomes that live in affected communities, due to the additional travel required of parents in order to attend activities at the school, or to collect pupils from after school activities.	Poor	The authority will work with the Head teacher and Governing Body of the named receiving schools and other schools pupils may wish to transfer to, to ensure that participation in all school activity is maximised for all learners and their families.	Neutral	Equality Impact assessments
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding is of the utmost importance and safeguarding measures are in place in the named receiving schools and any other schools pupils may wish to transfer to.	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	All named receiving school will be supported in meeting the needs of looked after children, therefore the authority would have no major concerns about looked after children moving schools.	Neutral		Neutral	
Impact on PCC Workforce	The deletion of all posts in the affected schools.	Poor	There may be opportunity for additional posts in the receiving schools. The Council would look to utilise the redeployment policy where possible (Redundancy Policy).	Neutral	

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

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

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

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Description of risks			
The main risk to transformation proposals is that of legal challenge to the authority on the proposals made			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
As the efficiency target is planned to be achieved in the first full school year following implementation of the proposals, the decision to implement the proposal has been made prior to the commencement of the relevant financial year			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Each school transformation proposal is subject to a strict school organisation process with a statutory process that is required to be followed. The identified efficiencies are planned to be implemented and achieved in the financial / school year following the enactment of the proposals	

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

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

Cabinet reports on school closure and other transformation proposals

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.

Please state when this Impact Assessment will be reviewed.

10. Sign Off

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

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving		1718-31 Restructuring of school service					
Outline Summary							
The review and restructuring of the central Schools Service for the 2017-18 and 2018-19 financial years, the proposal will be met by a review of the non-staffing costs incurred across the central service budgets and the reduction of budget requirements where appropriate. Some of the required savings over the two years may be achieved through a re-evaluation of person specifications and Job Descriptions as individual members of the central team retire or move to new post in or external to the authority. As the level of required efficiency is low this is not expected to impact negatively on the delivery of the service to Schools and the Powys Community.							

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

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

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes.
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	As above	Neutral	As above	Neutral	As above
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	As above	Neutral	As above	Neutral	As above
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above	Neutral	As above	Neutral	As above
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	As above	Neutral	As above	Neutral	As above
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	As above	Neutral	As above	Neutral	As above

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral	Schools Service Management team meeting minutes
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	As above	Neutral	As above	Neutral	As above

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As above	Neutral	As above	Neutral	As above
Prevention: Understanding the root causes of issues to prevent them from occurring.	As above	Neutral	As above	Neutral	As above
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	As above	Neutral	As above	Neutral	As above
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	As above	Neutral	As above	Neutral	As above
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	Neutral	As above	Neutral	As above
Corporate Parenting: Enabling our looked after children to fulfil their potential.	As above	Neutral	As above	Neutral	As above
Impact on PCC Workforce	The impact on the workforce will be minimal as the £25k saving for 2017/18 will be achieved through achievement of non-staffing efficiencies. It is not expected that any compulsory redundancies will be required.	Neutral		Neutral	

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

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

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

Description of risks			
Loss of Knowledge, Experience and Capacity			
Failure to meet statutory duties			
Reduction of support to schools			
Impact on Learner Outcomes			
Failure to maximise grant and other funding opportunities			
Financial risk of requiring consultants to cover knowledge gap in interim period.			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Succession planning			Low
The level of efficiencies required represents a small percentage of the overall staffing budget. The service is currently planning how it will deliver its services post change, and will ensure that critical services continue to be delivered.			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The impact on the workforce will be minimal as the £25k saving for 2017/18 will be achieved through achievement of non-staffing efficiencies. The service has a number of staff approaching retirement age and will review the person specification and job descriptions at the point of each staff change. It is not expected that any compulsory redundancies will be required. It is also not anticipated to impact on the delivery of services.</p> <p>Some of the required savings over the two years may be achieved through a re-evaluation of person specifications and Job Descriptions as individual members of the central team retire or move to new post in, or external to the authority.</p>	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Service Management Team – the service reviews its efficiencies and budgets on a monthly basis.
Please state when this Impact Assessment will be reviewed.
Monthly

10. Sign Off

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

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Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Arwel Jones
Policy / Change Objective / Budget Saving	1718-33 Establish an internal supply insurance pool on a stop loss insurance basis						
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. 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	22 nd November 2016

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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?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal meets the aims of this council priority	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	<p>The establishment of an 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>	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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<i>Treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Neutral	
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Neutral	
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral	
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Neutral	
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).					
<i>Age</i>	No impact	Neutral		Neutral	
<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	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
<i>Gender reassignment</i>	No impact	Neutral		Neutral	
<i>Marriage or civil partnership</i>	No impact	Neutral		Neutral	
<i>Race</i>	No impact	Neutral		Neutral	
<i>Religion or belief</i>	No impact	Neutral		Neutral	
<i>Sex</i>	No impact	Neutral		Neutral	
<i>Sexual Orientation</i>	No impact	Neutral		Neutral	
<i>Pregnancy and Maternity</i>	The proposed scheme will cover maternity costs and therefore excludes any equality issues if the authority decided to delegate responsibilities	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	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.	Good	Develop detailed proposals for scheme prior to consultation with schools	Good	Pembrokeshire Supply Pooling arrangements
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposal is to link into a mutual fund that has been developed by Pembrokeshire LA for their schools.	Good	As above	Good	As above
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Some initial discussions have been undertaken with schools. Further work is required once the proposals have been developed.	Good	As above	Good	As above
Prevention: Understanding the root causes of issues to prevent them from occurring.	The mutual fund would eliminate the issue of staff not being covered under a scheme mid illness.	Good	As above	Good	As above
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks

Schools not wishing to join the scheme

Scheme not financially viable

Judgement (to be included in project risk register)

Very High Risk

High Risk

Medium Risk

Low Risk

X

Mitigating Actions

Further develop proposals with Pembrokeshire

Residual Risk (after mitigation)

Low

Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Yes – some data exchange would be required from the Establishment Services to Pembrokeshire LA

7. Overall Summary and Judgement of this Impact Assessment?

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

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

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

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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
Please state when this Impact Assessment will be reviewed.

10. Sign Off

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

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Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Wynne Jones
Policy / Change Objective / Budget Saving	1718-48 Reduce photocopying budget						
Outline Summary							
Reduce Members photocopying budget by using ModernGov agenda management system. This allows Members to view agendas and documentation electronically, and will reduce the number of paper copies required.							

1. 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	Steve Boyd	Cabinet Manager	19 th September 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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the savings target set.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reducing the amount of printing undertaken for Members will positively contribute to reducing our carbon footprint.	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Using ModernGov to reduce photocopying costs meets the current requirements of the Council and contributes to reducing the amount of paper copies required, which in turn contributes to meeting our savings target.	Good		Good	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Cabinet and Members have been consulted through the budget workshop process	Good		Good	Cabinet report and workshop documentation
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	Reduction in output required from Reprographics	Unknown		Unknown	

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

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

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

Description of risks			
Member non-compliance			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
Member training on use of ModernGov including how to make notes electronically on documents			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
Will reduce workload within Reprographics			

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Using ModernGov will help the Council to work towards reducing the Members photocopying budget as it will enable all agendas and attachments to be viewed electronically.		

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly budget reports, number of cartridges requested for home use.
Please state when this Impact Assessment will be reviewed.
Monthly

10. Sign Off

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Position	Name	Signature	Date
Service Manager:	Steve Boyd		19 th September 2016
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

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Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	Cllr Wynne Jones
Policy / Change Objective / Budget Saving	1718-49 Reduce travel expenses						
Outline Summary							
Reduce Members travel expenses by increased use of video conferencing, skype, car sharing, reduction in meetings and reduction in membership of committees.							

1. 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	Steve Boyd	Cabinet Manager	19 th September 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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	This proposal contributes to the savings target set.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Reducing the amount miles travelled by Members will positively contribute to reducing our carbon footprint.	Good		Good	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	No impact	Neutral		Neutral	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	Cabinet report and workshop documentation

Cyngor Sir Powys County Council

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	Cabinet and Members have been consulted through the budget workshop process.	Good		Good	Cabinet report and workshop documentation
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
Members not car sharing			
No reduction in the number of meetings			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

7. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Encouraging Members to car share and reducing the number of committee meetings as well as the membership of these meetings will reduce the number of miles being claimed by our Members. This will have a positive impact on the savings target.	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly budget reports
Please state when this Impact Assessment will be reviewed.
Monthly

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		19 th September 2016

Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones Cllr Rosemarie Harris
Policy / Change Objective / Budget Saving		1718-56 Third Party Spend					
Outline Summary							
Reduction in 3 rd Party spend in respect of Hired and Contracted Services. To utilise budget monitoring data including year on year spend on hired and contracted services to analyse and identify budget lines across the service area that can be potentially reduced based on usage and requirement going forward. It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.							

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

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

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Review current needs and levels of 3 rd Party hired & Contracted Services based on budget analysis and comparators reducing where relevant.	Good	Through effective budget monitoring and spend controls we will reduce baseline budget and achieve savings without impacting on staffing.	Good	Budget analysis and spend control
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	No impact	Neutral		Neutral	
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No impact	Neutral		Neutral	
Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
No risks			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The budget monitoring, comparators and periodic analysis of 3 rd party spend across Business Services will ensure we deliver the specific savings for 17/18 and potentially beyond.	

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

What additional evidence and data has informed the development of your proposal?
The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly in alignment with the corporate service area performance monitoring which includes budget.
Please state when this Impact Assessment will be reviewed.
Quarterly in alignment with the corporate service area performance monitoring which includes budget.

10. Sign Off

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

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones Cllr Rosemarie Harris
Policy / Change Objective / Budget Saving		1718-57 General supplies and services					
Outline Summary							
To utilise budget monitoring data including year on year spend on supplies and services to analyse and identify budget lines across the service area that can be potentially reduced. The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision. It is important to note that this analysis has already been carried out and the savings target applied for this proposal will be realised from quarter one of the 17/18 Financial year.							

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

Version	Author	Job Title	Date
V 1.0	Mark Evans	Head of Business Services & Customer Services	12 th January 2017

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

Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Review current needs and levels of supplies and services based on budget analysis and comparators reducing where relevant.	Good	Through effective budget monitoring and spend controls we will reduce baseline budget and achieve savings without impacting on staffing.	Good	Budget analysis and spend control
Supporting people in the community	No Impact	Neutral	No Impact	Neutral	No Impact
Developing the economy	No Impact	Neutral	No Impact	Neutral	No Impact
Learning	No Impact	Neutral	No Impact	Neutral	No Impact

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	No Impact	Neutral		Neutral	
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No Impact	Neutral		Neutral	

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Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No Impact	Neutral		Neutral	
Prevention: Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral	
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No Impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No Impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No Impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No Impact	Neutral		Neutral	
Impact on PCC Workforce	No Impact	Neutral		Neutral	

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

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

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

Description of risks			
No risk			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The budget monitoring, comparators and periodic analysis of Supplies and Services will ensure we deliver the specific savings for 17/18 and potentially beyond.	

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

What additional evidence and data has informed the development of your proposal?
The reduction in the respective baseline budget and therefore savings is based on comparing baseline budget against actual spend and reacting to trends and organisational change that impacts on the support service provision.

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Quarterly in alignment with the corporate service area performance monitoring which includes budget.
Please state when this Impact Assessment will be reviewed.
Quarterly in alignment with the corporate service area performance monitoring which includes budget.

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10. Sign Off

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

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Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Cllr Wynne Jones
Policy / Change Objective / Budget Saving	1718-61 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 and £85 was awarded to approx. 1500 pensioners depending on their circs.							

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

Version	Author	Job Title	Date
V1	David Morris	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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	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	Good		Good	
Supporting people in the community	A reduction for up to 1500 pensioners of between £10 and £85 per annum towards their council tax costs. Small value on an individual level.	Good	Other mandatory reductions (e.g. Council Tax Reduction Scheme) and discretionary schemes are available if hardship occurs	Good	Policy and legislation
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

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Impact Assessment (IA)

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	No impact	Neutral		Neutral	
Collaboration: <i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	No impact	Neutral		Neutral	
Involvement (including Communication and Engagement): <i>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</i>	No impact	Neutral		Neutral	
Prevention: <i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	No impact	Neutral		Neutral	
Integration: <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	No impact	Neutral		Neutral	

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	£128k is being removed from low income pensioners	Good	Other schemes including discretionary hardship schemes are still available	Good	Policy and legislation
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

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

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

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

Description of risks			
No risk			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



7. Overall Summary and Judgement of this Impact Assessment?

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		

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
None
Please state when this Impact Assessment will be reviewed.

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:	Clr Wynne Jones		25/01/2017

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Service Area	Financial Services	Head of Service	Jane Thomas	Strategic Director	David Powell	Portfolio Holder	Clr Wynne Jones
Policy / Change Objective / Budget Saving	1718-62 Budget Reductions across Central Areas						
Outline Summary							
Budget Reductions across Corporate Budget headings – to identify savings across Corporate budget headings. Insurance policies were re-tendered in October 2016 and we have seen a substantial reduction in the level of premiums paid. The £103k saving is being met from this reduction.							

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

Version	Author	Job Title	Date
1.1	Jane Thomas	Professional Lead for Finance	11/12/15
1.2	Jane Thomas	Acting Head of Financial Services	9 th December 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?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Services delivered for less	Insurance re-tendering secured savings on the premiums paid.	Good		Good	
Supporting people in the community	No impact	Neutral		Neutral	
Developing the economy	No impact	Neutral		Neutral	
Learning	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement (after mitigation) Please select from drop down box below	Source of Outline Evidence to support judgement
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	No impact	Neutral		Neutral	
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral		Neutral	
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Neutral		Neutral	
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Neutral	
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Neutral		Neutral	
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.					
<i>Opportunities for persons to use the Welsh language</i>	No impact	Neutral		Neutral	

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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

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

Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
Long Term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	No impact	Neutral		Neutral	
Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

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Principle	How does the policy / change objective impact on this principle?	<u>Inherent Judgement</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>Residual Judgement (after mitigation)</u> Please select from drop down box below	Source of Outline Evidence to support judgement
Involvement (including Communication and Engagement): The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.	No impact	Neutral		Neutral	
Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	No impact	Neutral		Neutral	
Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	No impact	Neutral		Neutral	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Neutral	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Neutral		Neutral	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	No impact	Neutral		Neutral	
Impact on PCC Workforce	No impact	Neutral		Neutral	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

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

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

Description of risks			
No increased risk identified			
Judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X
Mitigating Actions			Residual Risk (after mitigation)
None required			Low
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?			
No			

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Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The same level of cover has been provided at a lower premium cost, following a re-tendering exercise. A cost benefit analysis was undertaken to identify the appropriate excess levels.	

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

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Phillips		
Head of Service:	Jane Thomas		
Strategic Director:	David Powell		
Portfolio Holder:	Clr Wynne Jones		25/01/2017

FORM ENDS

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Tony Thomas, Portfolio Holder for Regeneration and Planning

SUBJECT: Question from County Councillor Matthew Dorrance

The Welsh Labour Government has announced that as part of the third phase of the Vibrant and Viable Places Town Centre Loans Fund a loan of £1,000,000 for proposed activities in Brecon, Llandrindod Wells and Newtown has been offered to the Council.

Will the Cabinet provide details to Council on how it will use the funding, what projects in Brecon will be supported and how it will engage with local members to identify priorities?

Answer from County Councillor Tony Thomas, Portfolio Holder for Regeneration and Planning

The Council already administers a Town Centre Loan scheme through the Vibrant and Viable Places Scheme. This scheme is funded by the Welsh Government. The loans are used by private businesses based in town centres to improve the properties that they own and so aid the regeneration of the three town centres. This new announcement is to “top up” an existing initiative which has proved to be very successful. The loans are administered by the Council’s Housing Department.

This scheme was originally only available for businesses in Llandrindod Wells and Newtown, but the Welsh Government have now extended it to Brecon which is good news for the County and is welcomed. In addition, this latest funding allows property within the ownership of the local authority to be targeted, giving us greater overall flexibility. There will be a number of schemes in Brecon where this loan scheme can be used to enhance the town’s regeneration.

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Wynne Jones, Portfolio Holder for Finance

SUBJECT: Question from County Councillor Matthew Dorrance

A fund to enable local authorities to provide free parking in town centres has been agreed by Welsh Labour Government. Will the Cabinet detail how it plans to deliver free parking to Powys?

Answer from County Councillor Wynne Jones, Portfolio Holder for Finance.

It is not correct to state that a fund has been established by Welsh Government to provide free car parking and there is obviously some confusion relating to the Welsh Local Government funding settlement for 2017/18 year. Within the overall Welsh Local Government settlement there was £3m of funding included (and here I quote from the statement made by the Cabinet Secretary for Finance and Local Government Mark Drakeford) 'to support town centre parking'. However the funding, like all the funding included in the settlements for Councils in Wales, was NOT hypothecated.

Moving therefore to the Powys County Council situation, the amount in the settlement was £138k (not hypothecated) in a funding award that represented a 0.5% cut in overall funding. In addition there were cuts to other specific grants including a 6.7% cut to the Single Environment Grant (SEG) which goes to support our recycling service.

Like all Councils in Wales, Powys County Council does not spend its funding allocation in accordance with the Standard Spending Assessment(SSA) and it is a matter of local priorities that determine the spend in each area. In Powys we currently spend in excess of the SSA in several key priority areas such as Education and Adult Social Care.

The Cabinet made a decision, previously supported by Council, to develop an income stream, to bring in additional funding which would be important to safeguard front line and much valued services in this period of on-going austerity (an approach that is also supported by a recent Welsh Audit Office report). Car parking charges play a significant part in supporting the Council's overall funding. As a result Cabinet felt that it made very little sense to allocate £138k towards making a very small reduction in car parking charges at a time when there were much greater priorities, such as Education and Adult Social Care. In addition Cabinet felt that there were also other matters should be given a much higher priority; these include trying to save Household Waste Recycling Centres and alleviating the cut to the SEG, where the £240k cut in

grant would otherwise have almost certainly led to forcing the consideration of moving to a 4 weekly residual collection from the current 3 weekly.

With regards to Car Parking charges, they were last raised in 2015, and on the agreed 3 year cycle are due to be reviewed again in 2018. As part of the consideration outlined above, Cabinet have not brought forward any proposals to increase car parking charges for 2018 in this budget (not withstanding and previous decisions currently in the process of being implemented).

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Arwel Jones, Portfolio Holder for Education

SUBJECT: Question from County Councillor Gary Price

In answer to this recently submitted question

Can the Portfolio Holder for Education clarify if a schools Pupil Deprivation Grant is included as part of its Delegated Budget and therefore must comply with the Powys Scheme for the Financing of Schools?

The Portfolio Holder for Education has given the following answer:

“The Pupil Deprivation grant is included as part of a schools delegated budget, the school is bound by the terms and conditions of the grant and the Scheme for Financing schools which contains the following guidance on grants :

2.12 Grants and central funds

The Authority is authorised to make sums available to schools from central funds, in the form of allocations which are additional to and separate from the schools’ budget shares. Such allocations will be subject to conditions setting out the purpose or purposes for which the funds may be used and, while these conditions need not preclude virement (except where the funding is supported by a specific grant which the Authority itself is not permitted to vire), this should not be carried to the point of assimilating the allocations into the school’s budget share.

Schools are required to maintain their accounting records in such a way as to be able to demonstrate that where appropriate the requirement to spend only on the purpose for which funding is given, and not to vire into the budget share, has been complied with.”

Can I therefore ask the Portfolio Holder for Education to clarify that because the Pupil Deprivation Grant is included as part of a Schools delegated budget it must also comply with regulation 5.2 of the scheme of financing schools and therefore cannot use funds to provide a means of transport for a school?

Answer from County Councillor Arwel Jones, Portfolio Holder for Education

As stated in the scheme for financing schools the section shown below, 2.12 Grants and central funds, states that monies received through the delegated budget in respect of grants should comply with 2.12 of the scheme, the delegated grant funds should be spent in line with the terms and conditions of the grant. Section 5.2 of the

scheme for financing schools and the terms and conditions of pupil deprivation grant allows spend on school activity transport in some cases but not on services which would normally be provided by the authority such as home to school transport.

2.12 Grants and central funds

The Authority is authorised to make sums available to schools from central funds, in the form of allocations which are additional to and separate from the schools' budget shares. Such allocations will be subject to conditions setting out the purpose or purposes for which the funds may be used and, while these conditions need not preclude virement (except where the funding is supported by a specific grant which the Authority itself is not permitted to vire), this should not be carried to the point of assimilating the allocations into the school's budget share.

Schools are required to maintain their accounting records in such a way as to be able to demonstrate that where appropriate the requirement to spend only on the purpose for which funding is given, and not to vire into the budget share, has been complied with.

Schools are required to account for any grant funding at the end of the financial year and/or at the conclusion of the specific funding allocation. Grant funding must be returned to the Authority if not spent in-year or within the period over which schools are allowed to use the funding, if different.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Wynne Jones, Portfolio Holder for Finance

SUBJECT: Question from County Councillor Gary Price

Can the Portfolio Holder for Finance please tell me what the combined percentage increase in Council Tax and Band D average increase has been for this Council Term?

Answer from County Councillor Wynne Jones, Portfolio Holder for Finance.

I hereby provide the answers requested and have also included for information, the Welsh Average figures.

1. Council Tax Increases.

	2012/13	2013/14	2014/15	2015/16	2016/17	Total 5 years.
Powys	2.25%	2.75%	4.5%	4.00%	4.25%	17.75%
Wales av.	1.92%	2.90%	4.24%	4.35%	3.65%	17.06%

2. Increases relating to Band D properties.

Powys	£20.60	£25.75	£43.29	£40.22	£44.44	£174.30
Wales av.	£18.24	£28.06	£42.28	£45.33	£39.38	£173.29

3. Total Council Tax for Band D Properties.

Powys	£936.36	£962.11	£1005.40	£1045.62	£1090.06	
Wales av.	£972.24	£1000.40	£1042.58	£1087.91	£1127.40	

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Graham Brown, Portfolio Holder with responsibility for the Libraries Service

SUBJECT: Question from County Councillor Gareth Ratcliffe

There is a great deal of local concern and confusion regarding the future funding of the Library services by the Council.

Regardless of who is to run them and where they are housed can you confirm the level of financing the library service will receive in the future from the Council relative to the present position, and for how long this will be sustained? This is particularly important if Town Councils and community groups are being encouraged to contribute to the running of the libraries as they need guarantees that Powys is committed to maintaining this statutory and vital local provision.

Answer from County Councillor Graham Brown, Portfolio Holder with responsibility for Libraries

Members will be aware that in working across 2016, the Library Service were looking to find new ways of working, based upon having to meet a budget reduction of £250k, spread across 2017-18 and 2018-19. In setting out possible ways of achieving this, Cabinet endorsed a community-delivery style approach to retaining branch libraries. As a result, the Library Service worked with town and community councils, and others, throughout 2016 to secure the long-term future of these local libraries, with local solutions now secured for almost all branches.

In receiving regular feedback on the difficulties and protracted timescales in concluding such local initiatives, Cabinet were mindful that to conclude changes and co-locations, etc. of all 11 branch libraries was a very significant challenge to meet by April 2017.

The current budget proposals now reflect the need to both make savings but also ensure the Service can be achieved and sustained, and as such the targets reflect £0 budget reduction in 2017-18 and £125k budget reduction in 2018-19.

As to the sustainability of joint commitments between Town and Community Councils and the County Council, the new budget proposals very much seek to make this more sustainable, but the matter of long-term funding will now be a matter for the new Council and Cabinet to conclude after May.

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Wynne Jones, Portfolio Holder for Finance

SUBJECT: Question from County Councillor Gareth Ratcliffe

As a council we have to pay non-domestic rates on our buildings and under the present rules as well as town and community councils we are not able to apply for rate relief on our properties: this only applies to charities and not for-profit organisations.

Non-domestic rates are collected on behalf of Welsh Government. The figures for 2016/17 (current year) are that we will collect £28.1m and we will receive a redistribution amount of £40.5million.

I have been approached by resident raising concerns over the council's proposals to move buildings over to Town and Community Councils and have asked for clarification on the non-domestic rates.

The County Council will identify savings in the budget line for running costs by moving the non-domestic rates over to Town and Community Councils. Whilst doing this the Council is still receiving redistribution of the fund from WG thus having another budget line supported giving the perception that PCC are having 2 savings lines within the budget.

This is at the expense of local communities that are expected to fund the non-domestic rates through their town or community council precept. Thus the perception that this is double taxing local communities who take over local services in rural areas as they have to pay council tax and community tax. This is when the council centralise services to the major towns in our county such as Library services etc and not asking their community councils to contribute leaving it to the smaller communities.

Can the portfolio holder please brief the council on how the council could assist communities that wish to take over services that are subject to Non-Domestic rates?

Answer from County Councillor Wynne Jones, Portfolio Holder for Finance

The responsibility for setting of Non-Domestic Rates (NDR) in Wales falls to Welsh Government. County Councils collect the NDR in their area on behalf of Welsh Government, and subsequently a portion of the NDR is redistributed to Local Authorities as a component of the annual funding settlement. In Powys we currently collect £28.1m and receive back within our settlement as part of the redistribution

£40.5million, making Powys County Council a considerable 'net gainer' under the current system.

We have transferred a number of buildings to organisations such as local trusts or charitable organisations and because of their non-profit making status these organisations qualify for relief from NDR. This means this is not a cost that they have to meet. A good example of such buildings are the many transfers of Community Centres that have taken place under the Community Asset Transfer (CAT) policy.

However, Town or Community Council are precept raising authorities and therefore do not qualify for NDR relief. As a result the NDR costs (and other relevant costs) need to be taken into account when considering a possible property transfer. These buildings, often of considerable capital value, are mostly transferred by the County Council for a nominal monetary amount. Therefore it would need extraordinary circumstances in which to warrant the award of a grant towards running costs as well.

In some circumstances Town/Community Councils can place transferred buildings into a trust, or create a registered charity, and then relief from NDR liability can be claimed.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
23rd February 2017

REPORT AUTHOR: County Councillor Graham Brown, Portfolio Holder for Children's Services and County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care

SUBJECT: Question from County Councillor Gemma Bowker

Could the portfolio holders for Adult and Children's Services please provide details as to the statutory level of staff cover out of hours and the staffing patterns used by PCC for out of hours cover; and provide information as to whether there have been any occasions over the past 12 months when that cover has fallen below statutory or safe levels?

Answer from County Councillor Graham Brown, Portfolio Holder for Children's Services and County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care

Powys County Council have a statutory duty to provide an Out of Hours Service however there is not a specified statutory requirement in respect of the capacity of that service other than the Council would need to be able to meet the local need.

Service users, members of the public and representatives of other agencies are able to contact the Emergency Duty Team via Powys County Council's Careline between:

- 4.45pm to 8.30am Monday to Thursday
- 4.15pm to 8.30am Friday
- 8.30am to 8.30am Saturdays, Sundays and Bank Holidays

Each shift is staffed by approved mental health professional/social workers one covering the North and the other the South of the county. Workers will cover each other as necessary, based on the demand/priorities in any given shift. If additional cover is needed this is generally found within the existing team or if additional resources are required for specific planned tasks or activities which would not normally fall in the remit of the EDT then this resource would be identified from elsewhere. Should there be an instance when the EDT worker(s) consider the service does not have the capacity needed at any given time and there is an identified risk to the delivery of the service then this would be escalated immediately to Head of Service/Senior Managers (Children's & Adults) who are on call for advice and support out of hours on a rota basis.

The service has not had any instances in the last 12 months where it would have been deemed as unable to deliver as per requirements resulting in an unsafe service.