

County Council

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

Meeting date
Thursday, 22 February 2018

Meeting time
10.30 am

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

15 February 2018

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	MINUTES
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To authorise the Chair to sign the minutes of the last meeting as a correct record.
(Pages 9 - 64)

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

4.	REPORT OF THE FINANCE SCRUTINY PANEL ON THE BUDGET
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To consider the report of the Finance Scrutiny Panel on the budget.
(Pages 65 - 70)

5.	BUDGET FOR 2018-19, MEDIUM TERM FINANCIAL STRATEGY 2018-2023 AND CAPITAL PROGRAMME FOR 2018-2023
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To consider the budget for 2018-19, Medium Term Financial Strategy 2018-23 and Capital Programme for 2018-2023.
(Pages 71 - 678)

6.	WAO ANNUAL AUDIT LETTER 2016-17
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To consider the Wales Audit Office Annual Audit Letter 2016-17.
(Pages 679 - 810)

7.	CAPITAL VIREMENTS
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7.1. **Virement for Ladywell House Refurbishment**
(Pages 811 - 814)

7.2. **Virement for the replacement of Primary and Secondary School for Ysgol Bro Dyfi**
(Pages 815 - 818)

8.	EXTENSION TO THE TERM OF OFFICE OF INDEPENDENT (LAY) MEMBER ON THE STANDARDS COMMITTEE
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To consider a report by the Solicitor to the Council.
(Pages 819 - 820)

9.	RECOMMENDATIONS FROM THE DEMOCRATIC SERVICES COMMITTEE
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To consider recommendations from the Democratic Services Committee.
(Pages 821 - 822)

10.	APPOINTMENTS TO COMMITTEES
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To note the following appointments to committees made by political groups and approved by the Monitoring Officer under the general power of delegation granted by Council on 16 May 2013:

County Councillor Gareth Pugh appointed to the Planning, Taxi Licensing and Rights of Way Committee in place of County Councillor Mark Barnes.

County Councillor Joy Jones appointed to the Licensing Act 2003 Committee in place of County Councillor Ange Williams.

County Councillor Jon Williams appointed to the Employment and Appeals Committee in place of County Councillor Ange Williams.

11. NOTICES OF MOTION

11.1. Notice of Motion - Waiver of Registration Fees

The Welsh Government have made £1.5m available until 2020 to support local authorities so that burial and cremation fees for children could be scrapped in Wales with immediate effect.

Sadly fees for registering the deaths of children has not been scrapped as part of this and remain a statutory fee. In light of this we call on Powys county council to follow Ceredigion County council and waive these fees.

Motion

We call on Powys county council to waive all costs for registering a stillbirth, the death of a baby who died before their birth was registered, as well as for all other under 18s.

Proposer: County Councillor Gareth Ratcliffe

Seconder: County Councillor Pete Roberts

11.2. Notice of Motion - Broadband

MOTION

In view of the publication of the report by the House of Commons Library, see below, highlighting the fact that Montgomeryshire is in the top 10 constituencies with worst broadband speeds, the Council calls on Welsh Government when determining the new £80m investment contract to expand access to fibre broadband, to prioritise Montgomeryshire as a key target area in order to ensure access to services and enable the sustainable development of our economy.

Proposer: County Councillor Elwyn Vaughan

Seconder: County Councillor Bryn Davies

LINES UNABLE TO RECEIVE 'DECENT' SPEEDS

Around 3% of premises can't receive 'decent' download speeds - defined by Ofcom as 10 Mbps. The inability to receive 10 Mbps is an eligibility criterion for the planned [Universal Service Obligation](#).

In the majority of constituencies, less than 2% of lines are unable to receive 10 Mbps. However, there are parts of the UK where the figure is much higher. The table below shows our estimate of the ten constituencies with the highest proportion of lines unable to receive decent download speeds.

HIGHEST % UNABLE TO RECEIVE DECENT SPEEDS (10 Mbps)	
Kingston upon Hull East	33%
Orkney and Shetland	25%
Ross, Skye and Lochaber	25%
Na h-Eileanan an Iar	20%
Ceredigion	18%
Montgomeryshire	18%
Caithness, Sutherland and Easter Ross	18%
Berwickshire, Roxburgh and Selkirk	17%
Argyll and Bute	17%
Dumfriesshire, Clydesdale and Tweeddale	16%

11.3. **Notice of Motion - Heart of Wales Property Services Ltd**

This Council:

- Recognises the investment the Council is making in its Joint Venture Company Heart of Wales Property Services LTD;
- Recognises the need for the Council to manage its corporate estate;
- Supports Council tenants' right to repair in reasonable timeframes;
- Is concerned by the time taken to return empty council houses to use after a tenant departs;
- Recognises the concerns raised by residents and Councillors about the performance of Heart of Wales Property Services LTD and therefore:

This Council resolves to:

- Undertake a comprehensive review into the effectiveness of Heart of Wales Property Services LTD in responding to Powys County Council's estate and social housing needs;
- Write to the Board of Heart of Wales Property Services to request a review of the effectiveness of its corporate functions and financial viability which reports its findings to Powys County Council as part owner of the company;
- Establish a dedicated point of contact for Powys County Council's elected members dealing with Heart of Wales Property Services LTD;
- Establish an annual reporting mechanism for Heart of Wales Property Services LTD to report to Powys County Council.

Proposer: County Councillor Susan McNicholas
Seconder: County Councillor Matthew Dorrance

11.4. **Notice of Motion - To encourage women to run for roles in politics**

That in celebration of the centenary of women gaining the vote, this council recognises the incredible contribution women have made to politics in Powys, Wales and the United Kingdom since time immemorial.

This council will continue to actively encourage women to run for political roles in the future and will strive to assist them in any way it can.

Proposer: County Councillor Liam Fitzpatrick
Seconder: County Councillor Amanda Jenner

12.	QUESTIONS IN ACCORDANCE WITH THE CONSTITUTION
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12.1. Question to the Portfolio Holder for Education from County Councillor Phil Pritchard

Re New Welshpool Schools: In an early meeting of combined governors of the 5 schools, the Officers undertook to “consult” with ALL FAITHS in Welshpool regarding this matter. Can you please tell me how many of the 5 or 6 Faiths were indeed consulted, and how many meetings were held with them, and what notes/minutes of such meetings were kept?

(Pages 823 - 824)

12.2. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor Phil Pritchard

Can you please advise me what was the average length of “void” (i.e. the time when a council house is vacated by one tenant, and is occupied by a new tenant) in the last year before the contractors Kier took over, and what is the average length of time for voids since this contractor has taken over?

For information I have a number of properties in Welshpool that have a void of many months, some over 12 months, and one to my knowledge over three years!!

(To Follow)

12.3. Question to the Portfolio Holder for Property and Waste from County Councillor Gareth Ratcliffe

Powys County Council have ceased collections of soft plastics from the kerb side. Some communities were working in partnership with Cae Post on soft plastic collection points within their local area that residents could use. Sadly following the Cae Post announcement that it has ended its trade recycling and waste collections, communities no longer have a company to work with on this type of material. Can the council consider providing communities with this service along the lines Cae Post did?

(Pages 825 - 826)

12.4. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor Elwyn Vaughan

What are the costs to date, and annual costs to the Council in relation to the use and rental of the storage at Hirddol, Machynlleth?

(Pages 827 - 828)

12.5. Question to the Portfolio Holder for Property and Waste from County Councillor Gareth Ratcliffe

Residents of Powys are fully aware that PCC has a number of important issues to deal with at the moment in relation to asset transfers between its self and communities.

Hay Town Council would welcome the opportunity to work with cabinet and Powys legal to move this forward in relation to Hay-on-Wye as soon

as possible. Thus as local member for Hay I would like to ask whether it is possible for the relevant portfolio holder(s) and legal team to meet with representatives of the Town Council and myself, to progress and finalise the outstanding issues surrounding the transfer of assets process in relation to Hay-on-Wye?

(Pages 829 - 830)

12.6. Question to the Portfolio Holder for Highways from County Councillor David Selby

What progress is being made to plan for the de-trunking of the A489 through Newtown once the By Pass opens next year?

(Pages 831 - 832)

12.7. Question to the Portfolio Holder for HR, ICT and Communications from County Councillor Pete Roberts

At the last full council a cost to the council of having a bank holiday on St David's Day was quoted as being £600k. At the time the breakdown of these costs could not be supplied. Please could you therefore supply a breakdown of costs that the Council would face specifically separating those which would result from lost productivity i.e. an extra day off from those where there would be a genuine additional cost to the Council eg overtime payments? Could you also state the level of cost if St David's Day were to replace the May Day bank holiday?

(To Follow)

12.8. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor Pete Roberts

The failure of a minority of dog owners to control and clean up after their animals has become an increasing problem across the County. Would the portfolio holder consider introducing a control order similar to that employed by Rhondda Cynon Taff to tackle the problem on council owned land and recreation areas?

(Pages 833 - 834)

12.9. Question to the Portfolio Holder for Adult Services from County Councillor David Meredith

Is the Council undertaking appropriate assessments to ensure the right social care packages are in place for residents returning home after hospital stays?

(To Follow)

12.10. Question to the Portfolio Holder for Adult Services from County Councillor David Meredith

How is the Council working in partnership with Health and Social Care providers in the public and private sectors to ensure that delayed transfers of care are minimised?

(To Follow)

12.11. Question to the Leader from County Councillor Matthew Dorrance

Will the Leader make a statement on how her administration works with and supports Credit Unions in Powys?

(Pages 835 - 836)

12.12. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor Matthew Dorrance

What is the Council doing to stand up for private renters and crack down on rogue landlords?

(Pages 837 - 842)

12.13. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor William Powell

What mechanisms does the Cabinet Member and his officer team deploy to ensure that residential developments throughout the County, both in the Powys County Council and Brecon Beacons National Park Authority (BBNPA) planning areas, correspond to demonstrable housing need, both in number and type.

In the case of development(s) within the BBNPA area, how does Powys County Council, as the housing authority, ensure that monies allocated as affordable housing contributions are appropriately invested in affordable development(s) within the county boundary - and in accordance with Council priorities?

(Pages 843 - 844)

12.14. Question to the Portfolio Holder for Housing and Countryside Services from County Councillor William Powell

The National Assembly for Wales EIS Committee has recently reported that progress across Wales has been slow in delivering affordable, 'above the shop' style living. What is Powys County Council currently doing, with partner agencies, to make a decisive contribution to addressing this challenge within the County?

(Pages 845 - 854)

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**MINUTES OF A MEETING OF THE COUNTY COUNCIL HELD AT COUNCIL
CHAMBER - COUNTY HALL, LLANDRINDOD WELLS ON THURSDAY, 25
JANUARY 2018**

PRESENT

County Councillor D E Davies (Chair)

County Councillors MC Alexander, M Barnes, B Baynham, G Breeze, L V Corfield, K W Curry, A W Davies, B Davies, P Davies, M J Dorrance, E Durrant, D O Evans, J Evans, L Fitzpatrick, J Gibson-Watt, M R Harris, S M Hayes, H Hulme, A Jenner, E A Jones, D R Jones, E Jones, G Jones, J R Jones, E M Jones, D Jones-Poston, F H Jump, H Lewis, K Lewis, P E Lewis, MC Mackenzie, I McIntosh, S McNicholas, C Mills, G Morgan, JG Morris, N Morrison, R Powell, WD Powell, D R Price, GD Price, P C Pritchard, G Pugh, G W Ratcliffe, L Roberts, P Roberts, K M Roberts-Jones, E Roderick, D Rowlands, D Selby, K S Silk, D A Thomas, R G Thomas, E Vaughan, M Weale, J Wilkinson, A Williams, G I S Williams, D H Williams, J Williams, J M Williams, R Williams and S L Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillors J Charlton, S Davies, MJ Jones, K Laurie-Parry, S Lewis, J Pugh and T Van-Rees.

Members and officers stood as a mark of respect for Peter Scott, a long-serving member of Highway Grounds and Street Scene team based at Llangammarch depot, who had died following a road accident.

2.	MINUTES
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The Chair was authorised to sign the minutes of the last Council meeting held on 19th October 2018 as a correct record.

3.	DECLARATIONS OF INTEREST
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County Councillors David Evans, Emyr Jones, Gary Price and Gareth Pugh declared personal and prejudicial interests in 15.2 Notion of Motion on Empty Property Management Orders.

County Councillors Mark Barnes, Beverley Baynham, Graham Breeze, Linda Corfield, Kelvyn Curry, Bryn Davies, Matthew Dorrance, Emily Durrant, James Gibson-Watt, Heulwen Hulme, Arwel Jones, David Jones, Joy Jones, Diane Jones-Poston, Karl Lewis, Peter Lewis, Maureen Mackenzie, Susan McNicholas, David Meredith, Claire Mills, Gareth Morgan, John Morris, William Powell, David Price, Gary Price, Gareth Ratcliffe, Pete Roberts, Kath Roberts-Jones, Kathryn Silk, Elwyn Vaughan, Angelique Williams, Jon Williams, Michael Williams, Roger Williams and Sarah Williams declared personal non prejudicial interests in 15.4 Notion of Motion on the Powys Pension Fund as members of the Fund.

4.	PUBLIC QUESTIONS
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4.1 Question to the Portfolio Holder for Property and Waste from Phil Bettley

For decades I have been a good citizen, keeping our own home and environment tidy by taking often bulky items to a recycling facility. Frequently, I have helped family, neighbours and friends to do the same sometimes by hiring a van.

For the first time in my life this ability has been removed by Powys County Council forcing me to register one specific vehicle that can be permitted to enter the recycling facility. I have a small van for domestic use only; my wife has a trailer; sometimes we hire a larger van when projects arise.

Your policy of enforcing Trade waste to pay for disposal is understandable, but your process for achieving this is diabolical. Me, and anyone else from my address, should be able to take non trade waste to the recycling facility as many times as may be necessary, in whatever vehicle, van or trailer we choose.

Your job is to enforce the trade waste issue, and in doing so not prevent domestic users from fulfilling their civic duty.

The current permit system was hastily conceived and is not fit for purpose. Please will you rethink this process?

Answer

The Household Waste Recycling Centres are provided for residents to dispose of their own household waste. They are not provided for commercial use as under the legislation businesses must make their own arrangements for their waste and recycling and are required to pay for this service ensuring that all relevant documentation is held to prove that they have disposed of their waste legally.

Unfortunately many businesses do try to circumvent the system and illegally use the Household Waste Recycling Centres. It is of course impossible to prevent all such use, but having controls in place for commercial vehicles and trailers does make it more difficult. We do appreciate that this may inconvenience householders who do use a commercial vehicle as their private mode of transport, but unfortunately it is very difficult for a site attendant to identify what is and what isn't commercial waste as it may look identical. An example of this would be waste produced through the operation of a holiday let. Any waste produced by the holiday tenants, any cleaning materials, or garden waste from maintaining the grounds of these premises, is classed as commercial waste but could easily be mistaken for domestic waste. Similarly, if any waste is produced from a business operating from a domestic address, the waste is classed as commercial and should not be taken to a Household Waste Recycling Centre.

There is a considerable cost to running these sites and processing the waste, which includes garden waste. In order to make savings, the previous Cabinet reduced the opening days at each site to three days and prohibited all commercial vehicles and trailers. This was following a consultation where the

public responded overwhelmingly to not close facilities but instead restrict days and access to commercial vehicles. These changes still proved very unpopular with the public and on this basis one of the first decisions that the new Cabinet made was to increase the number of opening days and introduce a commercial vehicle and trailer permit scheme. This scheme would allow those residents who do use commercial vehicles and trailers for domestic use to use the sites on condition of pre-registering for permits when a few simple checks can be made for legitimacy. The limit of permits per household is another method of controlling misuse by traders as residents should not require more than 12 visits each year, providing residents are using the kerbside recycling service. Whilst the sites will accept small amounts of DIY waste, there is no requirement for them to do so and hence we would advise that a skip company is used where large projects are undertaken.

With regards to the permit system being 'hastily conceived and not fit for purpose', this system is commonly used by many other authorities, several of whom we spoke with prior to its implementation. Since the policy was introduced we have made some minor alterations, for example increasing the length of permitted trailers from 2.1 to 2.4 metres, but we are not in a position to make any significant changes if we are to realise the savings that the authority must make.

In response to the supplementary question if the permit system could be adjusted so a second vehicle could be registered, the Portfolio Holder explained that the service was not in a position to change the policy.

4.2. Question to the Leader from Michael McCarthy

Powys Council commissioned a major external review of children's services during 2015/16. This was tasked with service development, meeting its duties under the Social Services and Wellbeing (Wales) Act and establishing if efficiencies to the value of £2.7m were deliverable and sustainable.

Do you accept that not prioritising safeguarding was a serious omission which contributed to the failings in children's services which were identified in the recent CSSIW report?

Answer

The Council has fully accepted the findings of the CSSIW Report issued in October 2017. As a result the Council has produced an improvement plan and is working closely with the independent chair of the externally appointed Improvement Board. As the new Leader of a new Cabinet, I am committed to delivering the level of care and service that the children and young people of Powys deserve and expect. It is important that we learn from the report's findings and we are already starting to see early signs of improvement.

It is important that I stress that safeguarding has always been a priority for the Council and that we all have a role ensuring children in need of care and support receive the right help at the right time to improve their well-being and protect them from harm.

In response to Mr McCarthy's supplementary question as to why CSSIW had referred to safeguarding not being a priority and whether too much emphasis had been placed on savings, the Leader reiterated that safeguarding was a priority for the Council and she outlined the steps that were being taken in response to the CSSIW report including the establishment of a Corporate Safeguarding Board and investment of over £4m in Children's Services.

4.3. Question to the Leader from Elizabeth Hunter

Following the highly critical report of CSSIW, what assurances can the leader give that the apparent lack of clear understanding of priorities on Children's Social Services between senior council staff and the political leadership Powys Council have been addresses effectively to ensure that the needs of vulnerable children are now being met, and given the coming inspection of adult services, how confident is the leader that the cabinet are sufficiently aware of all the issues facing that service?

Answer

Following the inspection we quickly put an improvement plan in place, we worked with the WLGA and took their advice on how to approach the significant issues facing Children's Services and the Council.

We put in place an independent Improvement Board as was required by the Welsh Government and it has met on 3 occasions and its membership is independent of the Council and appointed by the WLGA / WG.

We meet regularly to receive briefings about progress and issues facing children's services and we have developed an Improvement plan and a risk log to help keep a focus on progress.

We have invested in the service both in terms of finance and in support from senior officers and County Councillor engagement. We have increased the staffing numbers in the workforce as well as bringing in specialist consultants (advisors) to support improvements to practice. This will allow us to make further progress in our working with families.

We have made data about activities in Children's services available to Members and have increased the volume and quality of management information to all of our front line managers.

We have held roadshows with the staff to ensure they are informed about steps we are taking and progress we are making.

In December Inspectors from CSSIW came to the authority for 3 days to review children's files and assured themselves of the current levels of practice and management. They reported they have seen positive, albeit early, signs of improvement but noted there is still much to do. We have taken their advice and ensured that we incorporate their findings into our action / improvement plan and our staff's learning.

In response to the supplementary question as to what specific measures had been taken to ensure that the Council's political leaders and senior officers were working together prioritising Children's Services and not the budget, the Leader explained that this was a new Cabinet and new Council who were looking at the service afresh. The membership of the Corporate Parenting Group had been widened to include all members of Cabinet, Scrutiny Chairs and opposition group leaders. Cabinet and Scrutiny members were receiving training to ensure that they provided the right level of challenge.

4.4. Question to the Portfolio Holder for Property and Waste from Francesca Garman

Given the restricted options for the disposal of plastics in particular in this part of Powys and the fact local authorities can no longer legally dump their general waste on China, where does Powys general waste go and what investment is planned to deal with recycling?

Answer

The issue of China introducing stringent restrictions on the quality of material that it accepts for recycling is a problem for the whole of the UK. The reason that Powys is only able to collect pots, tubs and trays and not plastic film is so that we have a quality product to sell to the market. Currently all of our plastic material collected at the kerbside is processed in the UK, which does mean that we will be less affected by the situation in China, although inevitably there will be a knock on effect on market prices.

A weekly recycling collection is provided in Powys which if used correctly will leave a much reduced amount of general waste. This is why we are able to collect general or residual waste every three weeks. This is then currently taken for landfill, but as part of the existing waste disposal contract, from 2021 this material will be processed through an Energy From Waste plant. No general waste is sent to China.

In terms of investment for recycling, the Council has strategic bulking facilities in Brecon and Rhayader and is currently purchasing a site in Montgomeryshire with help from the Welsh Government. Recyclables collected at the kerbside are bulked at these sites for onward transport to re-processors, maximising the efficiency of the collection rounds.

In response to Mrs Garman's supplementary question as to why plastic and polystyrene would continue to go into landfill until 2021, the Portfolio Holder explained that the service could only collect material for which there was a market and that the current waste disposal contract ran until 2021.

5.	CHAIR'S ANNOUNCEMENTS
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The Chair of Council used his announcements to pay tribute to those Council staff who had worked through heavy snow in December to keep roads clear and provide care services to social care clients. Representatives from the Care and Reablement service and Highways were present in the Chamber and were thanked by Councillors.

6. LEADER'S ANNOUNCEMENTS

The Leader briefed Council on the response to the CSSIW report on Children's Services and the renewed warning notice issued by the Minister for Children and Social Care. She noted that the inspection of Adult Services was underway and that Estyn were inspecting the Schools Service. The Leader advised that the five new schools in the Gwernyfed catchment were nearing completion on time and in budget and that the new Archdeacon Griffiths Church in Wales School, Llyswn had opened its doors during the week. She also advised that Welsh Government had approved the Council's Band B Schools programme and would be providing 50% funding for capital projects. So far £114m had been invested in the 21st Century Schools programme. The Leader noted that once again the Council had received amongst the lowest financial settlements in Wales. The Council faced a very challenging future and would have to transform the way it worked. She noted the success of Business Services in selling services to other local authorities and welcomed the appointments of Emma Palmer as Head of Policy and Performance and Karen Grave as interim Head of HR. Finally, she advised that work was continuing on a potential Mid Wales growth deal following a meeting with Welsh Office Minister Guto Bebb MP.

7. ACTING CHIEF EXECUTIVE'S BRIEFING

The Acting Chief Executive also referred to the Council's response to the CSSIW inspection of Children's Services and to the inspection of Adult Services. He advised Council that the process of appointing a Director of Social Services was underway. He explained that Management Team would be working closely with Cabinet on the challenges of the 2019/20 budget. Finally he reminded members that the Urdd Eisteddfod would be hosted at Llanellwedd from 28 May to 2 June.

8. CAPITAL VIREMENTS

8.1. Virement for Housing Revenue Account: Welsh Housing Quality Standards (WHQS) Older Person Accommodation

Council considered requests for capital virements in respect of the Welsh Housing Quality Standards (WHQS) of £2,675k and work in respect of Older Persons Accommodation of £1,400k, transferring the budget into 2018/19 and 2019/20. It was moved by County Councillor Aled Davies and seconded by County Councillor Myfanwy Alexander and by 63 votes to 0 it was

RESOLVED	Reason for Decision:
To approve the following virements; <ul style="list-style-type: none">• £2,675k Welsh Housing Quality Standards• £1,400k Older Persons Accommodation.	To ensure appropriate virements are carried out that reflect the forecasted capital spend.

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8.2. Virements for Highways, Transport and Recycling: Talgarth Phase 2 Flood Alleviation Scheme, Fleet Replacement Programme, Fleet Workshops

Council considered a request to roll monies forward from 2017/18 to 2018/19 for the following capital schemes within the Highways, Transport and Recycling Directorate; Talgarth Phase 2 Flood Alleviation Scheme £585K; Fleet replacement programme £4,800k and Fleet workshops £1,941k. In response to a Member's question it was explained that the fleet replacement programme was required for highways vehicles and waste collection vehicles to ensure they were fit for purpose. It was proposed by County Councillor Aled Davies and seconded by County Councillor Liam Fitzpatrick and by 62 votes to 0 with 1 abstention it was

RESOLVED	Reason for Decision:
To approve the following virements; <ul style="list-style-type: none"> • £585k Talgarth flood alleviation • £4,800k Fleet replacement programme • £1,941k Fleet workshops. 	To ensure appropriate virements are carried out that reflect the forecasted capital spend.

9. CHANGES TO THE MINIMUM REVENUE PROVISION

Council debated recommendations from the Cabinet to change the Authority's Minimum Revenue Provision (MRP) policy in order to provide a more prudent approach whilst generating annual revenue savings and allowing for up to £4,624k to be used in 2017/18 to offset the deficit and provide one off savings for a further three years.

The first adjustment to the Capital Financing Requirement would result in an annual saving of £48k which could be made over the next 50 years. A one off benefit of £624k could be taken by the Council in 2017/18 which equated to the annual reduction of £48k backdated over 13 years.

The second adjustment involved revising the method of calculation of debt and applying it retrospectively from 2007/8 which would release non recurrent savings of £19.988m over a phased period:

- 2017/18 £4m
- 2018/19 £5m
- 2019/20 £5m
- 2020/21 £5m
- 2021/22 £0.988m

This would help rebalance the budget following the extra resources put into Children's Services and would give the Council some time to redesign services to meet budget pressures in future years.

A number of members asked about the risks of deferring liability and it was explained that the decision to change the MRP calculation had been taken by Council two years earlier and that rather than defer liabilities it would shorten the period of repayments from 150 years to 50 years. Members also asked about potential loss of income from investments if interest rates rose and were advised that the loss would be minimal given current and forecast rates.

Council was advised that the Wales Audit Office had advised that adjustments to MRP policy was a matter for local determination and had raised no concerns over this approach which was being followed by several Welsh authorities.

In response to a question from a member, the Leader, who was absent when the Cabinet made the recommendation, confirmed that she supported it.

It was moved by County Councillor Aled Davies and seconded by County Councillor Myfanwy Alexander and by 42 votes to 22 it was

RESOLVED	Reason for Decision:
<p>a. Revise Adjustment A calculation to include long term investments and debtors to release an annual saving of £48k which can be made over the next 50 years. A one off benefit can be taken by the Council in 2017/18 of £624k which equates to the annual reduction of £48k backdated over 13 years.</p> <p>b. Amend the MRP policy to allow the utilisation of the method of calculation to 2% straight line for the General Fund, for recalculating MRP retrospectively for the period between 2007/8 and 2014/15</p> <p>c. Agree a prudent managed approach for the use of the savings generated by releasing them over a phased four year period to support the deficit recovery plan and future FRMs</p>	<p>Adjustment A calculations and policy amendments that allows prudence whilst delivering savings to support the deficit recovery plan and future years FRMs</p>

10. CHILDREN'S SERVICES IMPROVEMENT PLAN

Council received the latest iteration of the Children's Services Improvement Plan and the Portfolio Holder and the Director of Social Services gave an update on the response to the CSSIW report.

Members were advised that work had been carried out to differentiate between one off and base budget pressures which would be reflected in the budget for 2018/19. There was some frustration that members did not have access to the full dashboard of performance indicators and the Director of Social Services agreed to raise this with the Improvement Board. Members also spoke of the need to consult service users on their experiences and for them to have a voice on the Improvement Board. Members also discussed staffing levels and the contribution of both permanent and agency staff was acknowledged.

The Leader noted two small amendments that needed to be made to the Improvement Plan, that Scrutiny Chairs and opposition group leaders had been invited to join the Corporate Parenting Group and that she had weekly rather than fortnightly briefings.

Council adjourned 13.15 – 14.00

PRESENT

County Councillor D E Davies (Chair)

County Councillors MC Alexander, M Barnes, B Baynham, G Breeze, L V Corfield, K W Curry, A W Davies, B Davies, P Davies, M J Dorrance, E Durrant, D O Evans, J Evans, L Fitzpatrick, J Gibson-Watt, M R Harris, S M Hayes, H Hulme, A Jenner, E A Jones, D R Jones, E Jones, G Jones, J R Jones, E M Jones, D Jones-Poston, F H Jump, H Lewis, K Lewis, P E Lewis, MC Mackenzie, I McIntosh, S McNicholas, C Mills, G Morgan, JG Morris, N Morrison, R Powell, WD Powell, GD Price, P C Pritchard, G Pugh, G W Ratcliffe, L Roberts, P Roberts, E Roderick, D Rowlands, D Selby, K S Silk, D A Thomas, R G Thomas, E Vaughan, M Weale, J Wilkinson, A Williams, G I S Williams, D H Williams, J Williams, J M Williams, R Williams and S L Williams

11.	HEALTHY SCHOOLS AWARDS
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Catie Gilbert from Crickhowell High School, Head teacher Julie Kay and Head Boy Ethan Long and Head Girl Abbie Townsend from Ysgol Penmaes and Shan Kenchington (Head) Vicci Holloway (Co-ordinator) and pupils Martha Dunne Rees and Ollie Edwards gave a presentation on the work undertaken by the schools to receive the Healthy Schools Award.

12.	REPORT FROM THE DEMOCRATIC SERVICES COMMITTEE
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County Councillor Matthew Dorrance, Chair of the Democratic Services Committee, moved the recommendations from the meeting held on 15 January seconded by County Councillor Linda Corfield, Vice-Chair of the Committee in respect of Shire Committees:

RECOMMENDED to the County Council that the Area (Shire) Committees be retained with their current functions, that meetings be held quarterly, with the Chair able to call additional meetings in cases of urgency.

County Councillor Elwyn Vaughan moved an amendment, seconded by County Councillor Phyl Davies

“The Council realises the immense financial pressure placed on residents, communities and schools and thus accepts the need to change its structures to save precious resources. It therefore agrees to cease the practice of having shire committees as from the Council AGM in 2018 and to enable members to work within their localities as part of the local forums. Thus saving circa 175k during the lifetime of this Council.”

Council debated the amendment and on being put to the vote it was passed by 34 votes to 22 with 2 abstentions. Council voted on the substantive motion and by 32 votes to 19 with 3 abstentions

RESOLVED that the Council realises the immense financial pressure placed on residents, communities and schools and thus accepts the need to change its structures to save precious resources. It therefore agrees to cease the practice of having shire committees as from the Council AGM in 2018 and to enable members to work within their localities as part of the local forums. Thus saving circa 175k during the lifetime of this Council.

County Councillor Matthew Dorrance moved the recommendations from the meeting held on 15 January seconded by County Councillor Roger Williams in respect of changes to Sections 4, 6, 7, 9 16, 18 & 19 of the Constitution.

The Monitoring Officer drew Council’s attention to the amendment proposed to 6.14 requiring the Leader to appoint a Deputy Leader and he advised that it should be at the Leader’s discretion. The Chair of the Democratic Services Committee explained that the reason for the Committee’s recommendation was to ensure that there was political leadership if the Leader was incapacitated for an extended length of time. Having considered the Monitoring Officer’s advice and the Chair of the Committee’s explanation by 50 votes to 3 with 4 abstentions it was

RESOLVED that the revised sections 4, 6, 7, 9 16, 18 & 19 of the Constitution be approved.

County Councillor Matthew Dorrance moved the recommendation from the meeting held on 15 January seconded by County Councillor Roger Williams that the development programme linked to the Council’s improvement programme be made mandatory. The sanction for any member failing to undertake the mandatory training would be referral to the Standards Committee. By 48 votes to 5 with 4 abstentions it was

RESOLVED that the development programme linked to the Council’s improvement programme be made mandatory.

13.	PROPOSED DELEGATION OF DECISION-MAKING FOR DEFINITIVE MAP MODIFICATION ORDER CASE - ROUTE FROM BANKSHEAD,
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SHROPSHIRE TO SHEPHERDSWHIM, POWYS

Council considered a proposal to delegate decision making for a definitive map modification order to add a bridleway route from Bankshead, Shropshire to Shepherdswhim, Powys to the definitive map to Shropshire County Council. The proposal had been considered and supported by the Planning, Rights of Way and Taxi Licensing Committee. It was moved by County Councillor Jonathan Wilkinson and seconded by County Councillor Myfanwy Alexander and by 50 votes to 0 with 1 abstention it was

RESOLVED	Reason for decision
Pursuant to section 101(1)(b) of the Local Government Act 1972 the determination of the Application in so far as it related to the County of Powys together with the making of any consequent legal Orders is delegated to Shropshire County Council.	In the interests of efficiency and need for the application to be determined as soon as is reasonably practicable.

14.	APPOINTMENT OF INDEPENDENT (LAY) MEMBER ON THE STANDARDS COMMITTEE
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Council considered the recommendation of the Standards Committee Appointments Panel on the appointment of an Independent (Lay) member of the committee following interviews. It was proposed by County Councillor Martin Weale and seconded by County Councillor James Gibson-Watt and by 56 votes to 0 it was

RESOLVED	Reason for Decision:
To note the contents of this report and to consider the Panel's recommendation and appoint Mrs Chris Mulholland as an Independent (Lay) Member for a period of 6 years from 25th January 2018.	To comply with the requirements for Independent (Lay) members of the Standards Committee as required by the Standards Committees (Wales) Regulations 2001 (as amended).

15.	COUNCIL FORWARD WORK PROGRAMME
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Council received details of its forward work programme for 2018. An extra meeting had been arranged for 20 April to consider the Corporate Improvement Plan and Well-Being Plan. A member advised that the Brecon Beacons National Park Authority was due to meet on that day.

16.	NOTICES OF MOTION
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16.1. Notice of Motion - Youth Services

Council debated the motion on Youth Centres proposed by County Councillor Matthew Dorrance and seconded by County Councillor Huw Williams:

1: Youth services do a vital job in our communities. The benefits they provide for young people are real and long-lasting.

2: While many other public services step in when problems occur, youth services prevent so many of those difficulties from occurring in the first place.

3: Youth services help young people to lead positive lives as members of society.

4: Youth Centres in strategic locations across Powys play a vital role in the delivery of the statutory Youth Service.

5: Youth Centre buildings are often at the centre of the community and key to the delivery of other valued local services.

This Council resolves:

1: To note its concern at the closure of Youth Centres across Powys;

2: Cabinet should engage with young people in Powys using the mediums, forums and tools that young people can access to develop a plan to invest in opportunities for young people

3: Cabinet should review the impact of the closure of youth centres on young people with protected characteristics and poorer communities within 12 months of the date of closure.

County Councillor Amanda Jenner proposed an amendment to point 3 seconded by County Councillor Graham Breeze:

“That Cabinet review the quality and accessibility of Youth Services for people with protected characteristics and in poorer communities throughout Powys within 12 months of the date of closure.”

Council voted on the amendment and it was passed by 30 votes to 20 with 5 abstentions. Council voted on the substantive motion and by 46 votes to 4 with 7 abstentions

RESOLVED

1: To note its concern at the closure of Youth Centres across Powys;

2: Cabinet should engage with young people in Powys using the mediums, forums and tools that young people can access to develop a plan to invest in opportunities for young people.

3. That Cabinet review the quality and accessibility of Youth Services for people with protected characteristics and in

poorer communities throughout Powys within 12 months of the date of closure.

County Councillor William Powell left at 15.37.

County Councillor K Lewis left K Lewis left at 16.30.

16.2. Notice of Motion - Powys Pension Fund

Council debated the following motion proposed by County Councillor Emily Durrant and seconded by County Councillor Elwyn Vaughan.

“In April, the Powys Pension Fund will join the Wales Pension Partnership (WPP), a pool of eight separate Funds from across Wales. Once this process has taken place, work will commence on the environmental and social governance (ESG) of the WPP. Each individual Fund in the partnership has the opportunity to contribute to this process by identifying priority ESG areas and lobbying for their inclusion in the WPP.

It is timely then for Members to take not only the social, but also the financial risks of climate change seriously by moving to limit Powys Pension Fund members' exposure to investment in fossil fuels, which is not only a dying market but also a high risk one. Experts agree that the majority (around 75%) of what fossil fuels remain in the ground will have to stay there if we are to avoid catastrophic effects of climate change and even the Governor of the Bank of England has warned that coal and oil assets are at risk and that decarbonisation is a major opportunity for investor. Thus, the interests of our pensioners will be served best by forward-looking investments in growing green industries, such as green energy which could be key to Wales' own economic future.

In joining the WPP, we have an opportunity to influence the investment of approximately £16billion instead of £620million – for many of us, a once in a lifetime chance to have a truly significant impact on the well-being of our future generations and those the world over.

This action would not only support the Well-being of Future Generations Act but also Powys' own draft Well-being plan, which looks to “develop a carbon positive strategy that maximises green energy production”.

I therefore call on the Council to publicly support the principle of divestment from fossil fuels and to begin lobbying the Wales Pension Partnership to include divestment from fossil fuels in its ESG priorities. Specifically, I ask;

1. The Leader to write to the Powys Pension Fund, calling for it to:
 - a. Support divestment in principle
 - b. Lobby the WPP for a strategy to reduce to zero its investments in fossil fuels over the next 5 years, including plans to diversify into renewables, energy efficiency and storage technologies.
2. The Council and PPF to work with other local authorities served by the Wales Pension Partnership to work together on divestment and diversification.

3. To work with trades union representatives and the workforce to involve them in plans for divestment and diversification.”

The vote on the motion was tied on 24 votes for and against with 5 abstentions and lost on the Chair’s casting vote.

County Councillors N Morrison and D Rowlands left at 16.44.

16.3. Notice of Motion - Empty Dwelling Management Orders

County Councillors David Evans, Emyr Jones, Gary Price and Gareth Pugh left the Chamber whilst this matter was being considered having declared personal and prejudicial interests.

Council debated the following motion proposed by County Councillor James Gibson-Watt and seconded by County Councillor John Morris:

“Only three Local Authorities in Wales have made use of Empty Dwelling Management Orders (EDMO), powers used by Local Authorities to take over properties that have been empty for at least two years. Powys is not one of them.

The Liberal Democrats in England submitted a Freedom of Information Request to the UK Government to provide empty dwelling figures by local authority area across the UK. The attached spreadsheet provided in response shows the empty dwelling figures for each local authority in the UK and whether they have used the above powers. Powys County Council recorded 1810 empty dwellings and 25 bought into use by the Council in 2016/17, although the Council did not provide figures for how long these homes have been empty. It is one of only a few councils not registering these statistics at present. Out of the 279 local authorities on the list only 65 authorities across the UK have more than 1000 empty dwellings.

Motion

The Welsh Liberal Democrat Group urges Council to demand that Cabinet provides an analysis of why there are 1810 empty dwellings in Powys and to provide figures for the length of time these homes have been empty; and further demands that, with immediate effect, Powys County Council starts to use Empty Dwelling Management Orders (EDMOs) to assist in relieving local housing demand pressure and the national housing crisis.”

The motion was lost by 18 votes to 21 with 4 abstentions.

County Councillor Claire Mills left at 17.00.

16.4. Notice of Motion - St David's Day

Council debated the following motion moved by County Councillor Elwyn Vaughan and seconded by County Councillor Bryn Davies:

“That the Council supports the cross-party call for St David’s Day to become a national bank holiday. In the meantime, that the Council recognises this by raising the flag of St David on the Council’s sites together with the Welsh flag during the week around the 1st of March, and also to raise the Glyndwr flag during the week which includes the 16th of September.”

Council agreed to take the motion on two parts, the first dealing with making St David’s Day a bank holiday and the second on the flying of flags.

The first part of the motion “That the Council supports the cross-party call for St David’s Day to become a national bank holiday” was put to the vote and lost by 12 votes to 25 with 1 abstention.

The second part of the motion “that the Council recognises this by raising the flag of St David on the Council’s sites together with the Welsh flag during the week around the 1st of March, and also to raise the Glyndwr flag during the week which includes the 16th of September” was passed by 36 votes to 1.

RESOLVED that the Council raises the flag of St David on the Council’s sites together with the Welsh flag during the week around the 1st of March, and also to raise the Glyndwr flag during the week which includes the 16th of September.

County Councillors Amanda Jenner, Gary Price and Lucy Roberts left the meeting at 17.28.

16.5. **Notice of Motion - Reduction of Plastic Use**

In the absence of the proposer and with the agreement of the seconder it was agreed to defer consideration of this notice of motion to the next meeting.

County Councillor Gwynfor Thomas left the meeting at 17.30.

17. QUESTIONS IN ACCORDANCE WITH THE CONSTITUTION
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17.1. **Question to the Portfolio Holder for Property and Waste from County Councillor Elwyn Vaughan**

What was the original total cost of the development of ‘Y Gaer’ in Brecon and what is the total cost by now? How was it financed and how is it being financed now?

Answer

Y Gaer Cultural Hub Brecon sources		Summary of capital project cost & funding	
Funding source	Status	Amounts	Amounts (£)
Brecknock Art Trust	(secured)		£100,000
Brecknock Society & Museum Friends	(secured)		£170,000
Other trusts &	(secured)		£80,000

individual donors			
Army Community Covenant Grant	(secured)		£150,000
CADW	(accounted for but not yet secured)		£127,000
MALD	(secured)		£250,000
Heritage Lottery Fund (HLF)	(secured)		£3,012,100 [1]
PCPP (Welsh Government)	(applied for)	£1,000,000	
Total partnership / match funding (secured)		£3,889,000	
Powys County Council	(secured)		£9,157,952
Total secured funding (September 2017)			£13,047,052
Total project cost at commencement (May 2016)		£10,387,557 [2]	
Difference (May 2016 to September 2017)		£2,659,495	

[1] **Note:** HLF funding awards made up of – £141,200 + £2,497,100 +£373,800

[2] **Note:** Figure of £10,387,577 includes Brecknock Museum Forward Replacement Roof at cost of £630,503

In answer to Councillor Vaughan's supplementary question the Portfolio Holder gave an assurance that there would not be another £5m overspend on the project.

County Councillor Linda Corfield and Gareth Jones left at 17.31.

17.2 Question to the Portfolio Holder for Regeneration from County Councillor Kathryn Silk

What percentage of householders and businesses in Powys has access to broadband speeds of 10Mbps or greater?

Answer

The availability of broadband services across Powys varies according to the type of infrastructure that has been installed or is being accessed. The expanse of the county and rural nature requires a variety of approaches. The latest figures available from Think Broadband.com (June 2017) indicate that the following levels of coverage have been achieved in Powys:

- Just over 80% of premises have access to broadband speeds of 10MBs and above.
- In terms of UK standard Superfast Broadband (minimum download speed 24MBs) approximately 77% of premises in Powys are able to access services.

- In terms of Openreach Full Fibre availability (the highest available speed) Powys has 15.93% of premises connected.

What is the Cabinet doing to ensure that all households and businesses have such access?

Answer

- The Council has supported Welsh Government in delivering the roll out of broadband infrastructure across Powys during Phase 1 of its implementation programme up to the end of December 2017.
- This support will continue in the next phase of the programme from January 2018-2023 which will aim to address the hard to reach locations not covered in the first phase of the programme.
- The Council is working with Welsh Government to encourage the take up of the new service by businesses and domestic users across Powys.
- In July 2017, the Council provided a consultation response to the Welsh Government Consultation on Next Generation Access Broadband. The response highlighted potential geographic areas within Powys that should be prioritised for Phase 2 of the programme and emphasised the importance of supporting alternative solutions for connecting isolated communities and businesses.
- Supporting the delivery of improved digital connectivity and take up across the County has also been included as is a prioritised action within the Council's Vision 2025 Economy Programme.

What assessment has the Cabinet made of the economic disadvantage suffered by households and businesses that do not have such access?

Answer

- The Council has assessed the impact of broadband provision in Powys through the evidence base gathered for the Powys Well Being of Future Generations Action Plan. An analysis undertaken of internet speeds at 131 Powys village hall postcode locations in September 2016 confirmed that outside of the main urban centres connectivity was a significant issue in rural communities.
- Evidence of the economic impact on businesses has been obtained through Superfast Broadband Workshop events hosted across Powys since 2015.

Councillor Silk's supplementary question was what support can individual members give to the Portfolio Holder to put pressure on government to improve broadband speeds. The Portfolio Holder who was absent would be asked to provide a response.

17.3. Question to the Leader from County Councillor Matthew Dorrance

Will the Leader publish a progress report on the delivery of her administration's Vision 2025 document?

Answer

I had not planned to publish a "Progress Report" on the Vision but I could do that – possibly annually.

I had intended, and we have started, holding regular seminars for the whole Council because I would like all Councillors involved in any discussions.

Officers are also in the process of setting up the discussion groups which will support the small Programme Boards dedicated to each area of work. When they are set up, all Councillors will have the opportunity to make an input into any area of work on the Vision.

To date, work is ongoing towards achieving an Economic Growth Deal for Mid Wales, especially since the announcement contained within the UK Government Budget. The Cabinet have also met and discussed the way forward with Guto Bebb MP who at the time was the Under Secretary of State for Wales and we are in the process of setting up political meetings between us and Ceredigion County Council and Ministers.

There are a number of positive reports on different aspects of the work within the Vision and these will be reported at a Council Seminar.

In response to Councillor Dorrance's request for more detail on progress on the 4 key pillars of the Vision the Leader confirmed that work was being progressed on all 4 and that there would be a further seminar for members.

17.4. Question to the Portfolio Holder for Regeneration and Planning from County Councillor Matthew Dorrance

What assessment has the Cabinet made of the impact of its planned closure of Brecon's Tourist Information Centre on the local economy?

Answer

The overall budget reduction strategy was agreed by full Council in February 2014 as part of the budget setting process, and the current plan to achieve the saving by March 2018 was confirmed by the then Head of Service for Regeneration and Regulatory Services and myself as the Portfolio Holder for Regeneration and Planning in July 2017.

The way in which visitors' access information has changed dramatically in recent years and it is anticipated that developments in new technology and changes in consumer behaviour will continue to shape the future of visitor information services. To reflect this trend and to meet the expectations of the visitor, the Tourism Service is placing a greater emphasis on digital information provision through website development, mobile technology, app development and expanding the scope of social media through Facebook, Twitter, Instagram etc, and working with partners such as Visit Wales, neighbouring local authorities and local destinations to make information more readily accessible to our visitors. In the longer term it is anticipated that digital information provision will far exceed any other form of information provision and developments in this area will be a priority to meet the needs of the majority of visitors who currently do not use information centres at all.

An assessment of the impact of the planned closure was not undertaken at the time of the original decision but has been subsequently undertaken and has been reviewed by the Cabinet Sub-Group.

A copy of the impact assessment can be made available, should it be required.

Councillor Dorrance's supplementary question was to ask what the Cabinet had to hide by not publishing the impact assessment. The question would be forwarded to the Portfolio Holder for a response.

17.5. Question to County Councillor William Powell, Member of the Dyfed Powys Police and Crime Panel from County Councillor Elwyn Vaughan

What are the priorities for policing our deep rural communities in Powys?

Answer

Thank you for the question.

Rural Crime across the Dyfed-Powys Police Force area is a priority for the Police and for the Police and Crime Commissioner. The Commissioner Dafydd Llywelyn includes rural and wildlife crime as part of his First Priority of the Police and Crime Plan 2017-2021: Keeping Communities Safe (see below).

'Together with the police and partners, I will better understand rural and wildlife crime, the impact of this on rural communities and how we can work together to protect our natural environment'.

The Commissioner also has a joint Rural Crime Strategy with Dyfed-Powys Police in which the Commissioner reiterates his Police and Crime Plan Priorities (see below).

- Keep our communities safe
- Safeguard the vulnerable
- Protect our communities from serious threats
- Connect with communities

The Rural Crime Strategy includes the Main Challenges for Dyfed-Powys with rural crime (see below).

- Protecting vulnerable people
- Farm and agricultural crime
- Heritage crime
- Rural isolation
- Tourism
- Business and food crime
- Road Safety
- Serious and organised crime
- Wildlife crime

Dyfed-Powys Police plans regarding rural crime will be enforced across the Force area.

I am embedding a link to the Rural Crime Strategy 2017 for your information.

<https://www.dyfed-powys.police.uk/en/advice/rural-policing/>

My Police and Crime Panel colleagues, Cllr David Evans, Cllr Les George and I can seek an update from the Commissioner to any further questions you may have at the forthcoming Police and Crime Panel meeting on the 26th January at Ceredigion County Hall in Aberaeron.

Councillor Vaughan's supplementary question was to ask the Dyfed Powys Police and Crime Commissioner to come and speak to Council.

17.6. Question to the Portfolio Holder for Education from County Councillor Sandra Davies

The Fair Funding Formula – this document is usually circulated for consultation around the Christmas season – to my knowledge this has not yet been out for consultation: when will this be circulated?

Answer

Under the Schools Forum (Wales) Regulations 2003 every local authority must have a local schools budget forum (known as a schools forum). Schools forums are key to developing informed and confident dialogue between authorities and their schools on budgetary issues including schools' funding levels for the coming years, pressures on future years' budgets, changes to local funding formula and reviewing contracts/service level agreements for services to schools.

Local authorities are required to consult their schools forum annually on matters relating to their Schools Budget and changes to their Scheme for Financing Schools. Authorities can also consult their forums on other matters concerning the funding of schools, for example the financial implications of arrangements for free school meals, arrangements for insurance and arrangements for the use of pupil referral units and the education of children otherwise than at school. The most recent meeting of the Schools Forum was on 23rd January and their advice will be formally presented to Councillors as part of the budget setting for 2018-19.

In addition, the Local Authority is undertaking a full activity-led review of the School Funding Formula. Doing this does not generate new funding for the Local Authority or schools, but will ensure that we continue to make the fairest possible distribution of available funding between schools.

Given reductions in specific grants this year and the continuing pressure on public service budgets it continues to be a challenging time for School Governing Bodies to meet their statutory responsibilities not to develop a budget deficit and maintain high quality learning opportunities for our children and young people. We remain grateful for all of their voluntary efforts to fulfil their statutory governance responsibilities. We also all remain committed to prioritising school funding in these challenging times.

There was no supplementary question.

17.7. Question to the Portfolio Holder for Property & Waste and the Portfolio Holder for HR ICT and Communications from County Councillor Sandra Davies

Much has been mentioned of late of the increasing elderly population and the associated pressures on front line services. There is an increase in dementia, people who have mobility issues and more demand on carers / care providers.

Powys no longer provides a list of dates for refuse collection which can cause confusion for people and their carers. Not everyone has access to a computer to access information.

It was unfortunate that just before Christmas the weather resulted in disruption to the collection service. It was unclear when refuse was to be collected.

Added to this confusion was a change to normal collection day over Christmas and yet a different collection day for the New Year?

**Question: What plan does the portfolio holder for refuse/recycling have to ensure that members of the public know when to put out their rubbish for collection: both black bins (purple sacks) and coloured boxes?
Are the two portfolio holders working together to communicate this effectively?**

Answer

We have been going through a process of optimising all the waste and recycling collection routes in order to maximise the efficiency of our crews and vehicles. This will result in a change in collection day for most households. This will be clearly communicated by letter prior to the change taking place. With the letter will be a new guide to recycling along with the upcoming dates for the three weekly residual collections.

When the three weekly residual collections were introduced a list of dates was issued for the following year. A postcode checking facility was then introduced on our website where residents can type in their postcode to receive the next five collection dates. This is not only very convenient for the majority of residents who use such technology but is also invaluable for our customer services staff as when residents call in, they can enter the postcode and then tell the caller the dates. This system has worked very well and also saves the significant cost of sending out a calendar to all residents.

Unfortunately inclement weather, such as experienced before Christmas, does impact on the service we provide. It is of course essential that we only take the vehicles on roads on which it is safe to do so and we must also consider the safety of our staff when handling waste and recycling at the kerbside. We did try to get the message regarding disruptions to collections out as widely as possible using the website, social media and via customer services. However, by the very nature of the changing weather conditions, it is difficult to instantly communicate such changes.

Collections over Christmas are an issue for all local authorities as they try to balance providing a service with allowing staff to enjoy the festive season and spend time with their families. This was again communicated wherever possible including in all the local papers and media websites. Again, a mail drop to all households is very expensive when we are trying to minimise our costs across all council services.

The portfolio holders are of course aware of the problems of communicating these messages and work closely with both the Waste and Recycling Service

and the Communications Team to effectively publicise any changes, planned or otherwise.

There was no supplementary question.

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

I understand that two consultants have been engaged to assist with the drafting of a revised Authority Fair Funding School Policy. As these appointments are on top of having engaged a permanent Director of Education can the Cabinet Member for Education make a statement on the Department's use of consultants?

Answer

The consultant being used in support of the Formula Review is Susan Fielden. She is working on a commission from the Resources Directorate team. Susan is recognised as an expert in her field- having advised the UK government on funding policy and having worked closely also with ASCL- the Association of School and College Leaders in analysing education funding. Susan's engagement was a one day visit to undertake a "Health Check" and offer an opinion on the current Schools Funding Formula.

The Education Directorate or Schools Service has made comparatively little use of consultants. At the moment there is one highly experienced part time short term consultant supporting key school improvement and ALN/ Inclusion strategy changes. He has been secured on short term funding which has enabled the Director to fulfil a key leadership role in development of the Corporate Leadership and Governance Plan in response to regulatory concerns.

The other main situation in which the Education Directorate or Schools Service has used consultancy over recent times has been in the technical development of business cases to secure Welsh Government capital funding for major projects of benefit to local communities.

The use of consultancy within the Directorate is therefore very limited and in each case has allowed a legacy of increased skills and experience amongst our local workforce.

The Resources Directorate - Finance are currently looking to engage some interim support to fill the Schools Finance Manager vacancy. This may be filled by either agency or a consultant depending on what is available.

In response to Councillor Meredith's supplementary question as to whether a member of staff had the expertise to draft a fair funding formula for schools, the Portfolio Holder explained that staff did not currently have the skills to balance the curriculum which was why the consultant had been brought in.

17.9. Question to the Portfolio Holder for Property and Waste and the Portfolio Holder for Housing and Countryside Services from County Councillor Roger Williams

What assessment has the Cabinet made of (a) the financial and (b) the operational performance of The Heart of Wales Property Services Ltd?

Answer

The Heart of Wales Property Services Ltd is a company established in 2017, jointly owned by Powys County Council and Kier Ltd, which delivers responsive maintenance services to council homes, corporate properties (including schools) and building design services.

a) It is too premature to make a full assessment of the financial position as HOWPS has only been trading since 3 July 2017 and we are not yet at Powys CC's year end. Finances are reported at the monthly Board meeting.

b) There is a monthly Contract Management Forum which is attended by key officers from HOWPS and Powys CC in which HOWPS operational performance is measured against Key Performance Indicators and Operational Reports.

The Key Performance Indicators are also discussed in a monthly Board Meeting which is attended by the Board Members (4 from Kier and 4 from Powys County Council). Where issues are identified, these are raised and progress is tracked on a weekly basis.

The Portfolio Holder for Housing and Countryside Services agreed to Councillor Williams supplementary question asking for regular financial updates from the company.

17.10. Question to the Portfolio Holder for Highways from County Councillor Roger Williams

What assessment has the Cabinet made of the condition of unclassified roads in Powys?

Answer

The condition of our unclassified roads is monitored through routine inspections of the road network. The frequency of inspections is set on a hierarchical basis and will take place typically on 6 or 12 monthly cycles. Roads in urban areas serving residential areas or with significant usage will be inspected more frequently whilst those in rural areas providing access to a limited number of properties will be on 12 monthly inspections. The purpose of these inspections is to identify work that is required in the short term as well as to assess overall condition and programme more major work such as surface dressing.

SCANNER surveys are currently a requirement of Welsh Government only for assessing the condition of classified roads across Wales. These more detailed technical surveys using computer analysis are not considered to represent value for money on the unclassified network. It is however proposed as part of the Highways Asset Management Plan (HAMP) development to introduce a new inspection regime that will also include a coarse visual assessment of condition at each inspection. Whilst not comprehensive or scientifically based it should provide a broad measure of condition.

Road Type	Road km	SCANNER Survey Frequency
A (Class 1)	238	Annual
B (Class 2)	604	Annual
C (Class 3)	2,102	4 Year Cycle
U (Unclassified)	2,126	None

For information, the last recorded SCANNER surveys on unclassified roads were undertaken in 2011/2012 and based on SCANNER principles for surveying. The survey records a range of factors including profile along the road (ride quality); across the road (rutting); cracking and texture depth (skidding) and these are combined to produce an overall factor which is reported on the traffic light basis (Red/Amber/Green). See <http://www.ukroadsliaisongroup.org/en/asset-condition/road-condition-information/data-collection/scanner/> for more detail.

The condition of the unclassified roads recorded in 2011/2012 is shown in the table below with 30.2% in the red category (in need of further investigation) which amounts to 640km. Comparisons are included for C and A roads in the same year and the current year 2016/2017.

	11/12 Unclassified (U roads)	11/12 Class 3 (C roads)	11/12 Class 1 (A roads)	16/17 Class 3 (C roads)	16/17 Class 1 (A roads)
Red %	30.2%	15.1%	6.2%	24.4%	3.5%
Amber %	25.2%	44.1%	24.6%	43.2%	28.5%
Green %	44.6%	40.8%	69.2%	32.3%	68.0%

In 2011/2012 the percentage of U roads in the red category was double that of C roads although the total in the Amber and Red categories was broadly comparable. Looking at C roads for 2016/2017 the condition has deteriorated compared with 2011/2012, and the unclassified condition is therefore likely that the percentage of roads in the Red category has also increased beyond 30.2%.

Based on the 2011/2012 data of 30.2% of unclassified roads in the red category, if for example the 640km were treated with surface dressing (minimum treatment) the cost would be c£8.5M, if the treatment was resurfacing then it would be c£30M. This would not reduce the red percentage to zero however but is an indicator of the potential costs if we wanted to significantly improve the condition.

Survey results for classified roads are published annually and are available via their website <http://gov.wales/statistics-and-research/road-lengths-conditions/?lang=en>.

Powys has been consistently at the bottom of the condition table, having the highest percentage of classified road network in need of further investigation (Red category). This is due to the high percentage of C roads in Powys compared with other authorities which distorts the combined figures. When separated out our performance on A and B roads is comparable with other councils.

The Portfolio Holder for Highways agreed to meet Councillor Williams to discuss ideas put forward by members of the public.

17.11. **Question to the Portfolio Holder for Adult Services from County Councillor Huw Williams**

Can the Portfolio holder for Adult Social Care clarify which specific, Service led need, prompted the successful request to Cabinet, in late 2017, for additional financial support?

Answer

No request has been made to Cabinet for additional financial support within the current financial year. Further, no call has so far been made upon the Adult Social Care Reserve of £2.75m established to provide additional support against business case within this financial year, although a case is now being prepared for accessing £321k of this reserve in year, against the cost of preparing for and responding to the CIW inspection of Adult Social Services.

As part of formulating the Cabinet's recommendation to Council in respect of the 2018-19 budget, Cabinet has considered pressures totalling £9.4m which the service will face in the coming year, and as members will already be aware, the budget to be recommended includes an uplift of £6.8m to manage a part of those pressures; the balance being addressed by the service within existing resource. Additionally, the service is being asked to make efficiency savings of £1.4m within the financial year. It is acknowledged that this approach carries some risk. A major part of the proposed uplift will again be held as a reserve, released only against business case.

In response to Councillor Williams' supplementary question as to whether he expected an adverse inspection report into Adult Services, the Portfolio Holder said he was not going to speculate but that service was well prepared for the inspection.

17.12. Question to County Councillor Emily Durrant, Member of the Brecon Beacons National Park Authority from County Councillor William Powell

In the light of the recently advertised Review of the BBNPA Local Development Plan (2007 – 2022), how will National Park Members ensure that the Authority engages proactively with its constituent communities and their County, Town and Community Council representatives, to enhance the effectiveness and transparency of the process?

In particular, how will BBNPA members ensure that the LDP review is based on sustainable development principles and takes account both of deliverability of housing allocations and the adequacy of employment allocations and mixed use sites, to meet the aspirations and needs of the local community, as well as the overarching policy priorities of Welsh Government?

Answer

Many thanks for this question and for giving me the opportunity to bring the consultation process to the attention of Members and the public.

The Brecon Beacons National Park Authority is currently in the early stages of developing its Review Report therefore questions pertaining to the detail of any replacement plan are premature at this stage. Once the Authority has drafted its Report, it will be consulted on publicly for a period of 8 weeks.

The Authority will be required to consult with its stakeholders and communities at various stages through the Review process and, like any other Local Planning Authority, will have to meet the 'tests of soundness' set out in Planning Policy

Wales and the Welsh Government's LDP Manual. For ease of reference, these are:

- Test 1: Does the plan fit? (i.e. is it consistent with other plans?)
- Test 2: Is the plan appropriate? (is the plan appropriate for the area in light of the evidence?)
- Test 3: Will the plan deliver? (is it likely to be effective?)

I am happy to update Members as the consultation progresses if that is their wish.

There was no supplementary question.

17.13. Question to the Portfolio Holder for Children Youth, Libraries and Leisure Services from County Councillor Gareth Morgan

The recent decision of Cabinet to close Staylitttle Outdoor Education Centre has caused considerable concern across Powys. Can the portfolio holder confirm that a full public consultation (including with schools in Powys) and a full Impact Assessment were undertaken before the item came before Cabinet for decision, in line with the requirements of the Well-Being of Future Generations Act?

Answer

At the time of the options being considered to make the necessary savings from the Leisure Service in the Medium Term Financial Strategy, the previous Cabinet agreed that full public consultation for Staylitttle was not necessary. The central Schools Service was kept fully informed and was part of the project board discussions and developments throughout the whole process. The schools were also kept updated of developments, however it is unfortunate that only a small number of schools in Powys utilise the Staylitttle facility (which has been a similar picture for a number of years, with many regularly using out of county provision), therefore the impact was considered small to moderate. A full impact assessment was undertaken prior to the report going to Cabinet with comments from a variety of services included

There was no supplementary question.

17.14. Question to the Portfolio Holder for Property and Waste from County Councillor William Powell

With the imminent completion of the new area Ysgol y Mynydd Du with library/community facilities on Hay Road, Talgarth, the current Bronllys and Talgarth school sites will shortly become redundant, as will Talgarth Branch Library. While understanding the importance of Powys County Council observing protocol, and avoiding any precipitate action, it is important to make comprehensive plans to consult on the future use of these sites, taking account not only of County Council policy, but also community sensibility and local aspirations.

This is especially the case in the context of the Talgarth assets, as they are more extensive and fall within the Brecon Beacons National Park planning regime, comprising: the former Youth and Community Centre, the Current Primary School, Army Cadet Hut, Library and the locally cherished School Field.

Given the level of interest and concern felt locally about these key sites, will the Cabinet Member liaise with his relevant portfolio colleagues and me as Local Member to initiate a scoping meeting to discuss, openly and transparently, the future of these assets at the heart of the town?

Given the historic experience locally of the dereliction of the former Mid Wales Hospital site, and the short comings surrounding the disposal of that site, it is imperative that we adopt an open and proactive approach, involving Talgarth Town Council, local stakeholders and BBNPA.

Answer

I would be happy to meet with you and take on board any feedback you may have regarding the future of the assets in Talgarth. Any final decisions will of course need to be made in line with professional advice and in line with our policies and with the objectives of the Council.

There was no supplementary question.

17.15. Question to the Leader from County Councillor James Gibson-Watt

In the light of the recent events connected with the collapse of Carillion, can the Leader reassure us that all outsourced contracts let by the County Council are worded such that where local subcontractors are used by the principal contractor the payment terms to such sub-contractors is no more than 30 days; and can she outline what measures Powys County Council has in place to ensure such payments are made in a timely manner? Can she further reassure us that the County Council will not be suffering any direct losses, either in terms of delayed contracts or actual financial loss, as a result of Carillion being placed in to administration?

Answer

The Council has recently adopted nationally recommended fair payment clauses within construction contracts now being entered into by the Council and will mandate this across the whole Council for all appropriate contracts as part of the Local Sourcing Strategy (Vision 2025). This includes payments terms within 30-days.

Clearly the collapse of Carillion has had a major detrimental impact on many contractors and sub-contractors, and the Council's Commissioning and Procurement unit will closely monitor the advice and guidance that comes out of lessons learned from the collapse and ensure that all reasonable steps are taken to protect sub-contractors in the future.

It would not be practicable, without significant additional resource, to undertake monitoring and checking of all payments made to sub-contractors by main contractors, and this is not currently planned for. However, where sub-contractors raise concerns with the County Council about late payments, these are followed up. All services have been asked to review their contracts and any exposure to risk as a result of the collapse of Carillion. Assessments to date indicate that the Council has a very low level of risk of exposure and it is not expected that the County Council will suffer any direct losses as a result of the Carillion collapse.

There was no supplementary question.

18.	PRESENTATION FROM SPORT POWYS
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This item was deferred to a future meeting.

County Councillor D E Davies (Chair)

COFNODION CYFARFOD O'R CYNGOR SIR A GYNHALIWDYD YN SIAMBR Y CYNGOR – NEUADD Y SIR, LLANDRINDOD AR DDYDD IAU, 25 IONAWR 2018

YN BRESENNOL

Y Cyngorydd Sir D E Davies (Cadeirydd)

Y Cyngorwyr Sir MC Alexander, M Barnes, B Baynham, G Breeze, L V Corfield, K W Curry, A W Davies, B Davies, P Davies, M J Dorrance, E Durrant, D O Evans, J Evans, L Fitzpatrick, J Gibson-Watt, M R Harris, S M Hayes, H Hulme, A Jenner, E A Jones, D R Jones, E Jones, G Jones, J R Jones, E M Jones, D Jones-Poston, F H Jump, H Lewis, K Lewis, P E Lewis, MC Mackenzie, I McIntosh, S McNicholas, C Mills, G Morgan, JG Morris, N Morrison, R Powell, WD Powell, D R Price, GD Price, P C Pritchard, G Pugh, G W Ratcliffe, L Roberts, P Roberts, K M Roberts-Jones, E Roderick, D Rowlands, D Selby, K S Silk, D A Thomas, R G Thomas, E Vaughan, M Weale, J Wilkinson, A Williams, G I S Williams, D H Williams, J Williams, J M Williams, R Williams a S L Williams

1. YMDDIHEURIADAU

Derbyniwyd ymddiheuriadau am absenoldeb gan y Cyngorwyr Sir J Charlton, S Davies, MJ Jones, K Laurie-Parry, S Lewis, J Pugh a T Van-Rees.

Safodd aelodau a swyddogion fel arwydd o barch at Peter Scott, a roes wasanaeth hir fel aelod o'r tîm Priffyrdd, Tiroedd a Gwasanaethau Stryd yn y depo yn Llangamarch, a fu farw'n dilyn damwain ffordd.

2. COFNODION

Awdurdodwyd y Cadeirydd i lofnodi cofnodion y cyfarfod diwethaf o'r Cyngor a gynhaliwyd ar 19 Hydref 2017 fel cofnod cywir.

3. DATGAN BUDD

Datganodd y Cyngorwyr Sir David Evans, Emyr Jones, Gary Price a Gareth Pugh fudd personol a rhagfarnus yn 15.2 Rhybudd o Gynnig - Gorchmynion Rheoli Tai Gwag.

Datganodd y Cyngorwyr Sir Mark Barnes, Beverley Baynham, Graham Breeze, Linda Corfield, Kelvyn Curry, Bryn Davies, Matthew Dorrance, Emily Durrant, James Gibson-Watt, Heulwen Hulme, Arwel Jones, David Jones, Joy Jones, Diane Jones-Poston, Karl Lewis, Peter Lewis, Maureen Mackenzie, Susan McNicholas, David Meredith, Claire Mills, Gareth Morgan, John Morris, William Powell, David Price, Gary Price, Gareth Ratcliffe, Pete Roberts, Kath Roberts-Jones, Kathryn Silk, Elwyn Vaughan, Angelique Williams, Jon Williams, Michael Williams, Roger Williams a Sarah Williams fudd personol ac anrhagfarnus yn 15.4 Rhybudd o Gynnig ar Gronfa Bensiwn Powys fel aelodau o'r Gronfa.

4.1 Cwestiwn i'r Aelod Portffolio ar Faterion Eiddo a Gwastraff gan Phil Bettley

Dros ddegawdau, rwyf wedi bod yn ddinesydd da, yn cadw ein cartref a'r amgylchedd yn dachus trwy fynd ag eitemau oedd yn aml yn rhai swmpus i gyfleuster ailgylchu. Yn aml, rwyf wedi helpu aelodau o'r teulu, cymdogion a ffrindiau i wneud yr un peth, weithiau trwy logi fan.

Am y tro cyntaf yn fy mywyd, mae Cyngor Sir Powys wedi cael gwared ar fy ngallu i wneud hyn trwy fy ngorfodi i gofrestru un cerbyd penodol a fydd yn cael caniatâd i fynd i mewn i'r cyfleuster ailgylchu.

Mae gen i fan fechan ar gyfer defnydd domestig yn unig; mae gan fy ngwraig trelar; weithiau rydym yn llogi fan mwy o faint pan fydd prosiectau'n codi.

Mae eich polisi o orfodi gwastraff Masnachol i dalu am gael gwared ar wastraff yn ddealladwy, ond mae eich proses o gyflawni hyn yn ofnadwy. Fe ddylwn i, ac unrhyw un arall o fy nghyfeiriad, alli fynd â gwastraff nad yw'n wastraff masnachol i'r cyfleuster ailgylchu cynifer o weithiau ag y bo angen, ym mha bynnag cerbyd, fan neu drelar rydym yn ei ddewis.

Eich rôl chi yw gorfodi'r mater o wastraff masnachol, ac wrth wneud hynny, peidio ag atal defnyddwyr domestig rhag cyflawni eu dyletswydd ddinesig.

Cafodd y system drwyddedu gyfredol ei chreu ar frys ac nid yw'n addas i'r diben. A fydddech gystal ag ailfeddwl y broses hon?

Ateb

Mae'r Canolfannau Ailgylchu Gwastraff Tai ar gael i breswylwyr waredu eu gwastraff tŷ eu hunain. Nid ydynt ar gael ar gyfer gwastraff masnachol oherwydd, o dan y ddeddfwriaeth, rhaid i fusnesau wneud eu trefniadau eu hunain ar gyfer eu gwastraff a'u hailgylchu a thalu am y gwasanaeth hwn gan sicrhau bod ganddynt yr holl waith papur perthnasol i brofi eu bod wedi gwaredu eu gwastraff yn gyfreithlon.

Yn anffodus mae llawer o fusnesau'n twyllo ac yn defnyddio'r Canolfannau Ailgylchu Gwastraff Tŷ'n anghyfreithlon. Wrth gwrs mae'n amhosib atal pob defnydd o'r fath ond mae rhoi mesurau yn eu lle i wrthod trelars a cherbydau masnachol yn ei gwneud yn anoddach. Gwerthfawrogwn nad yw hyn efallai'n gyfleus i breswylwyr sy'n defnyddio cerbyd masnachol fel eu dull cludiant arferol ond, yn anffodus, mae'n anodd iawn i weithiwr safle adnabod beth sydd, a beth sydd ddim yn wastraff masnachol oherwydd gallai edrych yn union yr un fath. Un enghraifft fyddai gwastraff wedi'i gynhyrchu drwy redeg llety gwyliau. Mae unrhyw wastraff a gynhyrchir gan y tenantiaid ar wyliau, deunyddiau glanhau neu wastraff gardd o gynnal a chadw tir llety o'r fath, yn cael ei ddosbarthu fel gwastraff masnachol ond gellid ei gamgymryd yn hawdd am wastraff domestig. Yn yr un modd, os cynhyrchir gwastraff o fusnes sy'n rhedeg o gyfeiriad domestig, mae'r gwastraff yn cael ei ddosbarthu fel masnachol ac ni ddylid mynd â fo i Ganolfan Ailgylchu Gwastraff Tŷ.

Mae rhedeg y safleoedd hyn, a phrosesu'r gwastraff gan gynnwys gwastraff gardd, yn costio'n ddrud. Er mwyn arbed arian, penderfynodd y Cabinet blaenorol dorri'n ôl ar ddiwrnodau agor pob safle i dridiau'r wythnos a gwahardd pob trelar a cherbyd masnachol. Gwnaed hyn yn dilyn ymgynghori lle cafwyd ymateb pendant iawn gan y cyhoedd i beidio â chau cyfleusterau ond yn hytrach eu hagor ar lai o ddiwrnodau a chyfyngu mynediad ar gyfer cerbydau masnachol. Roedd y newidiadau hyn er hynny'n amhoblogaidd iawn gyda'r cyhoedd ac felly un o'r penderfyniadau cyntaf a wnaeth y Cabinet newydd oedd cynyddu nifer y diwrnodau agor a chyflwyno cynllun trwyddedu trelars a cherbydau masnachol. Drwy'r cynllun hwn gallai preswylwyr sy'n defnyddio trelars a cherbydau masnachol at ddefnydd domestig ddefnyddio'r safleoedd ar yr amod eu bod yn cofrestru ymlaen llaw am drwydded fel y gallwn gyflawni archwiliadau i brofi dilyrwydd. Mae cyfyngu nifer y trwyddedau i bob aelwyd yn ffordd arall o reoli camddefnydd gan fasnachwyr oherwydd ni ddylai fod angen i breswylwyr ymweld mwy na 12 gwaith y flwyddyn os ydynt yn defnyddio'r gwasanaeth ailgylchu carreg y drws. Er bod y safleoedd yn fodlon derbyn ychydig o wastraff DIY, nid oes raid iddynt wneud hynny ac felly cynghorwn fod cwmni sgipiau'n cael ei ddefnyddio ar gyfer prosiectau mawr.

O ran bod y system drwyddedu wedi'i 'chyflwyno ar frys ac nad yw'n addas i'r pwrpas', defnyddir y system hon yn gyffredin gan lawer o awdurdodau eraill, a buom yn trafod â llawer ohonynt cyn ei gweithredu. Ers cyflwyno'r polisi rydym wedi gwneud ychydig o fân-newidiadau, er enghraifft cynyddu hyd trelars a ganiateir o 2.1 i 2.4, ond nid ydym mewn sefyllfa i wneud unrhyw newidiadau sylweddol os ydym am wireddu'r arbedion y mae'n rhaid i'r awdurdod eu gwneud.

Mewn ymateb i'r cwestiwn ychwanegol yn gofyn addasu'r system drwyddedu fel y gellid cofrestru ail gerbyd, eglurodd yr Aelod Portffolio nad oedd y gwasanaeth mewn sefyllfa i newid y polisi.

4.2. Cwestiwn i'r Arweinydd gan Michael McCarthy

Comisiynwyd prif adolygiad allanol gan Gyngor Powys o wasanaethau plant yn ystod 2015/16. Y dasg oedd datblygu'r gwasanaeth, diwallu ei ddyletswyddau o dan y Ddeddf Gwasanaethau Cymdeithasol a Llesiant (Cymru) a chadarnhau os oedd arbedion gwerth £2.7m yn bosibl ac yn gynaliadwy.

A ydych chi'n derbyn nad oedd blaenoriaethu diogelu yn gangymeriad difrifol a gyfrannodd at y methiannau o fewn gwasanaethau plant fel y nodwyd yn adroddiad diweddar AGGCC?

Ateb

Mae'r Cyngor wedi llwyr dderbyn canfyddiadau Adroddiad AGGCC a gyhoeddwyd ym mis Hydref 2017. O ganlyniad mae'r Cyngor wedi cynhyrchu cynllun gwelliannau ac yn gweithio'n agos â chadeirydd annibynnol y Bwrdd Gwelliannau a benodwyd yn allanol. Fel Arweinydd newydd Cabinet newydd, rwyf yn ymroddedig i ddarparu'r gofal a'r gwasanaethau y mae plant a phobl ifanc Powys yn ei haeddu a'i ddisgwyl. Mae'n bwysig i ni ddysgu o ganfyddiadau'r adroddiad ac rydym eisoes yn dechrau gweld arwyddion cynnar o welliant.

Mae'n bwysig i mi bwysleisio bod diogelu wedi bod yn flaenoriaeth erioed i'r Cyngor a bod gan bob un ohonom rôl i'w chwarae mewn sicrhau bod plant sydd angen gofal a chymorth arnynt yn derbyn yr help iawn ar yr amser iawn i wella eu lles a'u hamddiffyn rhag niwed.

Mewn ymateb i gwestiwn ychwanegol Mr McCarthy ynghylch pam oedd AGGCC wedi cyfeirio at ddiogelu fel rhywbeth nad oedd yn flaenoriaeth ac a oedd gormod o bwyslais wedi'i roi ar arbedion, pwysleisiodd yr Arweinydd drachefn fod diogelu'n flaenoriaeth i'r Cyngor gan ddisgrifio'r camau sy'n cael eu cymryd mewn ymateb i adroddiad AGGCC gan gynnwys sefydlu Bwrdd Diogelu Corfforaethol a buddsoddi dros £4m mewn Gwasanaethau Plant.

4.3. Cwestiwn i'r Arweinydd gan Elizabeth Hunter

Yn dilyn yr adroddiad hynod feirniadol gan AGGCC, pa sicrwydd gall yr arweinydd ei rhoi bod y diffyg dealltwriaeth amlwg rhwng uwch staff y cyngor ac arweinyddiaeth wleidyddol Cyngor Powys o flaenoriaethau Gwasanaethau Cymdeithasol Plant wedi cael ei datrys yn effeithiol, er mwyn sicrhau bod anghenion plant sy'n agored i niwed yn cael eu bodloni, ac o ystyried yr arolygiad o wasanaethau oedolion sydd i ddod, pa mor hyderus yw'r arweinydd bod y cabinet yn ddigon ymwybodol o'r holl faterion sy'n wynebu'r gwasanaeth hwnnw?

Ateb

Yn dilyn yr arolygiad, aethom ati'n ddi-oed i roi cynllun gwelliannau yn ei le gan weithio gyda CLILC a chymryd eu cyngor ar sut i fynd i'r afael â'r materion o bwys sy'n wynebu'r Gwasanaethau Plant a'r Cyngor.

Rhoesom Fwrdd Gwelliannau annibynnol yn ei le, fel y gofynnwyd i ni ei wneud gan Lywodraeth Cymru, sydd wedi cwrdd deirgwaith. Mae ei aelodaeth yn annibynnol i'r Cyngor ac wedi'i benodi gan CLILC / LIC.

Rydym yn cwrdd yn rheolaidd i dderbyn briffiau ar gynnydd a materion sy'n wynebu'r gwasanaethau plant gan ddatblygu Cynllun Gwelliannau a chofrestr risg i helpu i gadw llygad ar gynnydd.

Rydym wedi buddsoddi yn y gwasanaeth yn ariannol a hefyd ar ffurf cymorth gan uwch-swyddogion a thrwy gynnwys Cyngorwyr Sir. Rydym wedi cynyddu nifer y staff yn y gweithlu a hefyd wedi penodi ymgynghorwyr arbenigol (cyngorwyr) i helpu i wella ymarfer. Byddwn drwy hyn yn gallu gwneud cynnydd pellach i'n gwaith gyda theuluoedd.

Rydym wedi rhoi data ar weithgareddau'r gwasanaethau plant i'r Aelodau ac yn rhoi mwy o wybodaeth reoli, a gwybodaeth reoli well, i'n holl reolwyr rheng flaen.

Rydym wedi cynnal sioeau teithiol gyda'r staff i sicrhau eu bod yn wybodus am yr hyn yr ydym yn ei wneud a'r cynnydd sy'n digwydd.

Ym mis Rhagfyr daeth Arolygwyr o AGGCC i'r awdurdod am dridiau i adolygu ffeiliau plant a bodloni eu hunain bod y lefelau ymarfer a rheoli presennol yn foddhaol. Roeddent wedi gweld arwyddion cynnar ond cadarnhaol o welliant meddent, ond bod llawer ar ôl i'w wneud. Rydym wedi cymryd eu cyngor gan

sicrhau yr ymgorfforwn eu canfyddiadau yn ein cynllun gweithredu / gwelliannau ac yn nysgu'r staff.

Mewn ymateb i'r cwestiwn ychwanegol yn gofyn pa fesurau penodol a gymerwyd i sicrhau bod arweinwyr gwleidyddol ac uwch-swyddogion y Cyngor yn gweithio gyda'i gilydd i flaenoriaethu Gwasanaethau Plant, ac nid y gyllideb, eglurodd yr Arweinydd fod hwn yn Gabinet newydd a Chyngor newydd oedd yn edrych o'r newydd ar y gwasanaeth. Roedd aelodaeth y Grŵp Rhianta Corfforaethol wedi ei ehangu i gynnwys holl aelodau'r Cabinet, y Cadeiryddion Craffu ac arweinwyr y gwrthbleidiau. Roedd Aelodau'r Cabinet a'r Pwyllgorau Craffu'n derbyn hyfforddiant i sicrhau y gallent ddarparu'r lefel ofynnol o her.

4.4. Cwestiwn i'r Aelod Portffolio ar Faterion Eiddo a Gwastraff gan Francesca Garman

O gofio'r opsiynau cyfyngedig ar gyfer gwaredu plastig yn y rhan hon o Bowys, a'r ffaith na all awdurdodau lleol yn gyfreithiol dympio eu gwastraff cyffredinol ar Tsieina bellach, ble mae gwastraff cyffredinol Powys yn mynd a pha fuddsoddiad sydd wedi'i gynllunio i ymdrin ag ailgylchu?

Ateb

Mae'r mater bod Tsieina wedi cyflwyno cyfyngiadau llym ar ansawdd y deunydd y mae'n ei dderbyn i'w ailgylchu'n broblem i'r Deyrnas Unedig gyfan. Y rheswm y gall Powys gasglu dim ond potiau, tybiau a threis ac nid ffilm blastig yw fel bod gennym gynnyrch o ansawdd i'w werthu i'r farchnad. Ar hyn o bryd mae holl ddeunydd plastig y sir a gesglir ar garreg y drws yn cael ei brosesu yn y DU, sy'n golygu y bydd y sefyllfa yn Tsieina'n effeithio llai arnom, er yn anochel, bydd effaith ganlyniadol ar brisiau marchnad.

Darperir casgliad ailgylchu wythnosol ym Mhowys ac o'i ddefnyddio'n gywir dylai olygu bod llawer llai o wastraff cyffredinol ar ôl. Dyna pam y gallwn gasglu gwastraff cyffredinol neu weddilliol bob tair wythnos. Mae'r gwastraff hwn yn mynd i gael ei dirlenwi ar hyn o bryd, ond fel rhan o'r contract gwaredu gwastraff presennol, o 2021 ymlaen prosesir y deunydd hwn drwy ffatri Ynni o Wastraff. Ni anfonir unrhyw wastraff cyffredinol i Tsieina.

O ran buddsoddi ar gyfer ailgylchu, mae gan y Cyngor gyfleusterau crynhoi strategol yn Aberhonddu a Rhaeadr ac ar hyn o bryd mae'n prynu safle yn Sir Drefaldwyn gyda chymorth gan Lywodraeth Cymru. Caiff deunydd i'w ailgylchu a gesglir ar garreg y drws ei grynhoi yn y safleoedd hyn cyn eu symud i ffatrioedd ailbrosesu, gan wneud y defnydd mwyaf effeithlon o gylchoedd casglu.

Mewn ymateb i gwestiwn ychwanegol Mrs Garman ynghylch pam y byddai plastig a pholystyren yn parhau i fynd i gael ei dirlenwi tan 2021, eglurodd yr Aelod Portffolio y gallai'r gwasanaeth ond casglu deunydd lle'r oedd marchnad ar ei gyfer a bod y contract gwaredu gwastraff presennol yn rhedeg tan 2021.

5.	CYHOEDDIADAU'R CADEIRYDD
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Defnyddiodd Cadeirydd y Cyngor ei gyhoeddiadau i dalu teyrnged i staff y Cyngor a fu'n gweithio drwy'r eira trwm ym mis Rhagfyr i gadw'r ffyrdd yn glir ac i

ddarparu gwasanaethau gofal i gwsmeriaid gofal cymdeithasol. Roedd cynrychiolwyr o'r adran Briffyrdd a'r gwasanaeth Gofal ac Ailalluogi'n bresennol yn y Siambr a diolchodd y Cynghorwyr iddynt.

6. CYHOEDDIADAU'R ARWEINYDD

Briffiodd yr Arweinydd y Cyngor ar yr ymateb i adroddiad AGGCC ar y Gwasanaethau Plant a'r hysbysiad rhybuddio pellach gan y Gweinidog dros Blant a Gofal Cymdeithasol. Dywedodd fod yr arolygiad o'r Gwasanaethau Oedolion wrthi'n digwydd a bod Estyn yn arolygu'r Gwasanaeth Ysgolion. Dywedodd yr Arweinydd fod y pum ysgol newydd yn nalgylch Gwernyfed bron â chael eu cwblhau ar amser ac o fewn cyllideb a bod Ysgol Gynradd newydd Eglwys yng Nghymru'r Archddiacon Griffiths, Llyswen, wedi agor ei drysau'r wythnos honno. Dywedodd hefyd fod Llywodraeth Cymru wedi cymeradwyo rhaglen Ysgolion Band B y Cyngor ac y byddai'n darparu cyllid o 50% ar gyfer prosiectau cyfalaf. Hyd yma roedd £114m wedi'i fuddsoddi yn rhaglen Ysgolion yr 21^{ain} Ganrif. Nododd yr Arweinydd fod y Cyngor unwaith eto wedi derbyn un o'r setliadau ariannol isaf yng Nghymru. Roedd y Cyngor yn wynebu dyfodol heriol iawn a byddai'n rhaid iddo drawsnewid ei ffordd o weithio. Nododd lwyddiant y Gwasanaethau Busnes yn gwerthu gwasanaethau i awdurdodau lleol eraill gan groesawu apwyntiad Emma Palmer fel Pennaeth Polisi a Pherfformiad a Karen Grave fel y Pennaeth Adnoddau Dynol dros dro. Yn olaf, dywedodd fod gwaith yn parhau ar gytundeb twf posib ar gyfer y Canolbarth yn dilyn cyfarfod â Gweinidog y Swyddfa Gymreig, Guto Bebb, AS.

7. BRIFF GAN Y PRIF WEITHREDWR DROS DRO

Cyfeiriodd y Prif Weithredwr Dros Dro hefyd at ymateb y Cyngor i arolygiad AGGCC o'r Gwasanaethau Plant ac at yr arolygiad o'r Gwasanaethau Oedolion. Dywedodd wrth y Cyngor fod y broses o benodi Cyfarwyddwr Gwasanaethau Cymdeithasol ar y gweill. Eglurodd y byddai'r Tîm Rheoli'n gweithio'n agos â'r Cabinet ar yr heriau y byddai cyllideb 2019/20 yn eu cyflwyno. Yn olaf, atgoffodd yr Aelodau y byddai Eisteddfod yr Urdd yn cael ei chynnal yn Llanelwedd rhwng 28 Mai a'r 2 Mehefin.

8. TROSGLWYDDO ARIAN CYFALAF

8.1. Hawl i Drosglwyddo ar gyfer y Cyfrif Refeniw Tai: Llety Pobl Hŷn i gyd-fynd â Safonau Ansawdd Tai Cymru (WHQS)

Bu'r Cyngor yn ystyried ceisiadau i drosglwyddo arian cyfalaf o £2,675k yng nghyswllt Safonau Ansawdd Tai Cymru (WHQS) a gwaith gwerth £1,400k yng nghyswllt Llety Pobl Hŷn, gan drosglwyddo'r gyllideb i 2018/19 a 2019/20. Cynigiwyd gan y Cynghorydd Sir Aled Davies ac eiliwyd gan y Cynghorydd Sir Myfanwy Alexander ac o 63 pleidlais i 0

PENDERFYNWYD	Rheswm am y Penderfyniad:
<p>Cymeradwyo'r trosglwyddiadau canlynol;</p> <ul style="list-style-type: none"> £2,675k Safonau Ansawdd Tai Cymru 	<p>I sicrhau bod y trosglwyddiadau priodol yn cael eu gwneud sy'n adlewyrchu'r gwariant cyfalaf disgwylidig.</p>

<ul style="list-style-type: none"> £1,400k Llety Pobl Hŷn 	
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8.2. Hawl i Drosglwyddo ar gyfer Priffyrdd, Trafnidiaeth ac Ailgylchu: Cynllun Lliniaru Llifogydd Talgarth Cam 2, Rhaglen Adnewyddu Fflyd, Gweithdai Fflyd

Bu'r Cyngor yn ystyried cais i drosglwyddo arian o 2017/18 i 2018/19 ar gyfer y cynlluniau cyfalaf canlynol yn y Gyfarwyddiaeth Priffyrdd, Trafnidiaeth ac Ailgylchu; £585k ar gyfer Cynllun Lliniaru Llifogydd Talgarth Cam 2; £4,800k ar gyfer y rhaglen adnewyddu fflyd; a £1,941k ar gyfer gweithdai fflyd. Mewn ymateb i gwestiwn gan Aelod, eglurwyd fod angen y rhaglen adnewyddu fflyd ar gyfer cerbydau priffyrdd a cherbydau casglu gwastraff i sicrhau eu bod yn addas i'r pwrpas. Cynigiwyd gan y Cynghorydd Sir Aled Davies ac eiliwyd gan y Cynghorydd Sir Liam Fitzpatrick ac o 62 pleidlais i 0 gydag 1 yn ymatal

PENDERFYNWYD	Rheswm am y Penderfyniad:
<p>Cymeradwyo'r trosglwyddiadau canlynol;</p> <ul style="list-style-type: none"> £585k ar gyfer cynllun lliniaru llifogydd Talgarth £4,800k ar gyfer y rhaglen adnewyddu fflyd £1,941k ar gyfer gweithdai fflyd 	<p>I sicrhau bod y trosglwyddiadau priodol yn cael eu gwneud sy'n adlewyrchu'r gwariant cyfalaf disgwyledig.</p>

9. NEWIDIADAU I'R DDARPARIAETH ISAFSWM REFENIW

Bu'r Cyngor yn trafod argymhellion y Cabinet i newid polisi'r Awdurdod ar y Ddarpariaeth Isafswm Refeniw (MRP) er mwyn cael dull mwy darbodus gan wneud arbedion refeniw blynyddol a chaniatáu i hyd at £4,624k gael ei ddefnyddio yn 2017/18 i wrthbwysu'r diffyg a darparu arbedion untro'n unig am dair blynedd arall.

Byddai'r addasiad cyntaf i'r Gofynion Cyllid Cyfalaf yn arwain at arbediad blynyddol o £48k a byddai modd arbed hyn dros y 50 mlynedd nesaf. Gallai'r Cyngor fanteisio ar swm untro'n unig o £624k yn 2017/18 a oedd yn cyfateb i leihad blynyddol o £48k drwy ôl-ddyddio dros 13 mlynedd.

Roedd yr ail addasiad yn golygu diwygio'r dull o gyfrifo'r ddyled a'i gymhwyso'n ôl-weithredol o 2007/8 ymlaen a fyddai'n rhyddhau arbedion anghylchol o £19.988m yn raddol dros gyfnod:

- 2017/18 £4m
- 2018/19 £5m
- 2019/20 £5m
- 2020/21 £5m
- 2021/22 £0.988m

Byddai hyn yn helpu i gloriannu'r gyllideb ar ôl rhoi'r adnoddau ychwanegol i'r Gwasanaethau Plant ac yn rhoi ychydig o amser i'r Cyngor ail-ddylunio gwasanaethau i ymdopi â'r pwysau ar gyllid yn y blynyddoedd i ddod.

Gofynnodd nifer o'r aelodau am y risg o ohirio rhwymedigaethau ac eglurwyd fod y penderfyniad i newid y cyfrifiad MRP wedi'i wneud gan y Cyngor ddwy flynedd yn gynt ac yn hytrach na gohirio rhwymedigaethau y byddai'n byrhau'r cyfnod ad-dalu o 150 mlynedd i 50 mlynedd. Gofynnodd aelodau hefyd am yr incwm a allai gael ei golli o fuddsoddiadau pe bai cyfraddau llog yn codi ac eglurwyd y byddai'r colledion yn fach iawn o ystyried y cyfraddau cyfredol a rhagolygol.

Eglurwyd wrth y Cyngor fod Swyddfa Archwilio Cymru wedi hysbysu bod addasu'r polisi MRP yn fater i'w benderfynu'n lleol ac nad oedd ganddynt unrhyw bryderon am y dull hwn a bod llawer o awdurdodau eraill yng Nghymru'n gwneud yr un peth.

Mewn ymateb i gwestiwn gan aelod, cadarnhaodd yr Arweinydd, oedd yn absennol pan wnaeth y Cabinet yr argymhelliad, ei bod yn ei gefnogi.

Cynigiwyd gan y Cynghorydd Sir Aled Davies ac eiliwyd gan y Cynghorydd Sir Myfanwy Alexander ac o 42 pleidlais i 22

PENDERFYNWYD	Rheswm am y Penderfyniad:
<p>a. Diwygio cyfrifiad Addasiad A i gynnwys dyledwyr a buddsoddiadau hirdymor er mwyn rhyddhau arbediad blynyddol o £48k y gellid ei wneud dros y 50 mlynedd nesaf. Gall y Cyngor fanteisio ar swm untro'n unig o £624k yn 2017/18 sy'n cyfateb i leihad blynyddol o £48k drwy ôl-ddyddio dros 13 mlynedd.</p> <p>b. Diwygio'r polisi MRP i ganiatáu defnyddio'r dull o gyfrifo i 2% ar sail llinell syth ar gyfer y Gronfa Gyffredinol, er mwyn ail-gyfrifo'r MRP yn ôl-weithredol am y cyfnod rhwng 2007/8 a 2014/15.</p> <p>c. Cytuno ar ddull rheoledig darbodus o ddefnyddio'r arbedion a gynhyrchwyd drwy eu rhyddhau'n raddol dros bedair blynedd i gefnogi'r cynllun adfer o ddifffyg a modelau FRM yn y dyfodol.</p>	<p>Cyfrifiadau Addasiad A a diwygiadau polisi sy'n caniatáu doethineb ariannol a gwneud arbedion i gefnogi'r cynllun adfer o ddifffyg a modelau FRM yn y dyfodol.</p>

10.	CYNLLUN GWELLA GWASANAETHAU PLANT
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Derbyniodd y Cyngor y fersiwn ddiweddaraf o'r Cynllun Gwella Gwasanaethau Plant a diweddariad gan yr Aelod Portffolio a'r Cyfarwyddwr Gwasanaethau Cymdeithasol ar yr ymateb i adroddiad AGGCC.

Rhoddwyd gwybod i'r Aelodau fod gwaith wedi'i wneud i wahaniaethu rhwng pwysau untro a phwysau rheolaidd ar y gyllideb oedd i'w hadlewyrchu yng nghyllideb 2018/19. Roedd peth rhwystredigaeth nad oedd gan Aelodau fynediad at y dangosfwrdd llawn o ddangosyddion perfformiad a chytunodd y Cyfarwyddwr Gwasanaethau Cymdeithasol i godi hyn gyda'r Bwrdd Gwelliannau. Dywedodd yr Aelodau hefyd fod angen holi defnyddwyr gwasanaeth am eu profiadau ac y dylai fod ganddynt lais ar y Bwrdd Gwelliannau. Bu'r Aelodau hefyd yn trafod lefelau staffio gan gydnabod cyfraniad staff parhaol a staff asiantaeth.

Nododd yr Arweinydd ddau fân-ddiwygiad yr oedd angen eu gwneud i'r Cynllun Gwelliannau, bod Cadeiryddion Craffu ac arweinwyr y gwrthbleidiau wedi eu gwahodd i ymuno â'r Grŵp Rhianta Corfforaethol a'i bod yn cynnal sesiynau briffio wythnosol yn hytrach na phob pythefnos.

Gohiriwyd y Cyngor am 13.15 tan 14.00.

YN BRESENNOL

Y Cynghorydd Sir D E Davies (Cadeirydd)

Y Cynghorwyr Sir MC Alexander, M Barnes, B Baynham, G Breeze, L V Corfield, K W Curry, A W Davies, B Davies, P Davies, M J Dorrance, E Durrant, D O Evans, J Evans, L Fitzpatrick, J Gibson-Watt, M R Harris, S M Hayes, H Hulme, A Jenner, E A Jones, D R Jones, E Jones, G Jones, J R Jones, E M Jones, D Jones-Poston, F H Jump, H Lewis, K Lewis, P E Lewis, MC Mackenzie, I McIntosh, S McNicholas, C Mills, G Morgan, JG Morris, N Morrison, R Powell, WD Powell, GD Price, P C Pritchard, G Pugh, G W Ratcliffe, L Roberts, P Roberts, E Roderick, D Rowlands, D Selby, K S Silk, D A Thomas, R G Thomas, E Vaughan, M Weale, J Wilkinson, A Williams, G I S Williams, D H Williams, J Williams, J M Williams, R Williams and S L Williams

11.	GWOBRAU YSGOLION IACH
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Cafwyd cyflwyniad gan Catie Gilbert o Ysgol Uwchradd Crughywel, y Pennaeth Julie Kay, y Prif Fachgen Ethan Long a'r Brif Ferch Abbie Townsend o Ysgol Penmaes a Shan Kenchington (Pennaeth), Vicci Holloway (Cydlunydd) a chan y disgyblion Martha Dunne Rees ac Ollie Edwards, ar y gwaith a wnaeth yr ysgolion ar gyfer derbyn y Wobr Ysgolion Iach.

12.	ADRODDIAD GAN Y PWYLLGOR GWASANAETHAU DEMOCRATAIDD
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Cynigiodd y Cynghorydd Sir Matthew Dorrance, Cadeirydd y Pwyllgor Gwasanaethau Democrataidd, yr argymhellion a wnaed yn y cyfarfod a gynhaliwyd ar 15 Ionawr, a eiliwyd gan y Cynghorydd Sir Linda Corfield, Is-gadeirydd Pwyllgor y Pwyllgorau Sirol:

ARGYMHELLIAD bod y Cyngor Sir yn cadw'r Pwyllgorau Ardal (Sirol) a'u swyddogaethau presennol, bod cyfarfodydd chwarterol yn cael eu cynnal a bod gan y Cadeirydd hawl i alw cyfarfodydd ychwanegol mewn achosion brys.

Cynigiodd y Cynghorydd Sir Elwyn Vaughan ddiwygiad, a eiliwyd gan y Cynghorydd Sir Phyl Davies.

"Mae'r Cyngor yn sylweddoli'r pwysau ariannol aruthrol sydd ar breswylwyr, cymunedau ac ysgolion ac felly'n derbyn bod angen newid ei strwythurau i arbed adnoddau gwerthfawr. Mae felly'n cytuno i roi'r gorau i gynnal pwyllgorau sirol o ddyddiad Cyfarfod Cyffredinol Blynnyddol y Cyngor yn 2018 a galluogi aelodau i weithio yn eu hardaloedd fel rhan o'r fforymau lleol. Gan felly arbed tua £175k drwy gydol oes y Cyngor hwn."

Bu'r Cyngor yn dadlau'r diwygiad ac ar ôl cynnal pleidlais fe'i pasiwyd o 34 pleidlais i 22 gyda 2 yn ymatal. Pleidleisiodd y Cyngor ar y prif gynnig ac o 32 pleidlais i 10 gyda 3 yn ymatal

PENDERFYNWYD bod y Cyngor yn sylweddoli'r pwysau ariannol aruthrol sydd ar breswylwyr, cymunedau ac ysgolion a'i fod felly'n derbyn bod angen newid ei strwythurau i arbed adnoddau gwerthfawr. Mae felly'n cytuno i roi'r gorau i gynnal pwyllgorau sirol o ddyddiad Cyfarfod Cyffredinol Blynnyddol y Cyngor yn 2018 a galluogi aelodau i weithio yn eu hardaloedd fel rhan o'r fforymau lleol. Gan felly arbed tua £175k drwy gydol oes y Cyngor hwn.

Cynigiodd y Cynghorydd Sir Matthew Dorrance yr argymhellion a wnaed yn y cyfarfod a gynhaliwyd ar 15 Ionawr a eiliwyd gan y Cynghorydd Sir Roger Williams yng nghyswllt newidiadau i Adrannau 4, 6, 7, 9, 16, 18 a 19 yn y Cyfansoddiad.

Tynnodd y Swyddog Monitro sylw'r Cyngor at y diwygiad a gynigiwyd i 6.14 lle'r oedd angen i'r Arweinydd benodi Dirprwy Arweinydd a dywedodd y dylai hyn fod yn ôl disgrisiwn yr Arweinydd. Eglurodd Cadeirydd y Pwyllgor Gwasanaethau Democrataidd mai'r rheswm dros argymhelliad y Pwyllgor oedd er mwyn sicrhau bod ganddynt arweinyddiaeth wleidyddol pe na bai'r Arweinydd ar gael am gyfnod o amser maith. Ar ôl ystyried cyngor y Swyddog Monitro ac eglurhad Cadeirydd y Pwyllgor, o 50 pleidlais i 3 gyda 4 yn ymatal

PENDERFYNWYD cymeradwyo adrannau diwygiedig 4, 6, 7, 9 16, 18 a 19 yn y Cyfansoddiad.

Cynigiodd y Cynghorydd Sir Matthew Dorrance yr argymhelliad a wnaed yn y cyfarfod a gynhaliwyd ar 15 Ionawr a eiliwyd gan y Cynghorydd Sir Roger Williams y dylid gwneud y rhaglen ddatblygu wedi'i chysylltu i raglen welliannau'r Cyngor yn orfodol. Y sancsiwn ar gyfer unrhyw Aelod nad oedd yn cyflawni hyfforddiant gorfodol fyddai eu hatgyfeirio at y Pwyllgor Safonau. O 48 pleidlais i 5 gyda 4 yn ymatal

PENDERFYNWYD y dylid gwneud y rhaglen ddatblygu wedi'i chysylltu i raglen welliannau'r Cyngor yn orfodol.

13.	CYNNIG I DDIRPRWYO GWNEUD PENDERFYNIAD AR ACHOS GORCHYMYN I ADDASU'R MAP DIFFINIOL – Y LÔN O BANKSHEAD, SIR AMWYTHIG AT SHEPHERDSWHIM, POWYS
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Bu'r Cyngor yn ystyried cynnig i ddirprwyo gwneud penderfyniad ar orchymyn i addasu'r map diffiniol er mwyn ychwanegu llwybr ceffyl o Bankshead, Sir Amwythig at Shepherdswhim, Powys i'r map diffiniol, i Gyngor Sir Amwythig. Roedd y cynnig wedi cael ei ystyried a'i gefnogi gan y Pwyllgor Cynllunio, Trwyddedu Tacsis a Hawliau Tramwy. Cynigiwyd gan y Cynghorydd Sir Jonathan Wilkinson ac eiliwyd gan y Cynghorydd Sir Myfanwy Alexander ac o 50 pleidlais i 0 gydag 1 yn ymatal

PENDERFYNWYD	Rheswm am y Penderfyniad:
O dan adran 101(1)(b) o Ddeddf Llywodraeth Leol 1972, mae penderfynu'r Cais cyn belled ag y mae'n ymwneud â Sir Powys, ynghyd â gwneud unrhyw Orchmynion Cyfreithiol pellach, yn cael ei ddirprwyo i Gyngor Sir Amwythig.	I sicrhau proses effeithlon a bod angen penderfynu'r cais cyn gynted ag y bo'n rhesymol ymarferol.

14.	PENODI AELOD (LLEYG) ANNIBYNNOL AR Y PWYLLGOR SAFONAU
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Bu'r Cyngor yn ystyried argymhelliad Panel Penodiadau'r Pwyllgor Safonau ar benodi Aelod (Lleyg) Annibynnol i fod ar y pwyllgor yn dilyn cyfweiliadau. Cynigiwyd gan y Cynghorydd Sir Martin Weale ac eiliwyd gan y Cynghorydd Sir James Gibson-Watt ac o 56 pleidlais i 0

PENDERFYNWYD	Rheswm am y Penderfyniad:
Nodi cynnwys yr adroddiad hwn ac ystyried argymhelliad y Panel a phenodi Mrs Chris Mulholland fel Aelod (Lleyg) Annibynnol am gyfnod o chwe blynedd o'r 25 Ionawr 2018 ymlaen.	I gydymffurfio â'r gofynion i fod ag Aelodau (Lleyg) Annibynnol ar y Pwyllgor Safonau fel sy'n ofynnol gan Reoliadau Pwyllgorau Safonau (Cymru) 2001 (fel y diwygiwyd hwynt).

15.	BLAENRAGLEN WAITH Y CYNGOR
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Derbyniodd y Cyngor fanylion am ei flaenraglen waith ar gyfer 2018. Roedd cyfarfod ychwanegol wedi'i drefnu ar gyfer 20 Ebrill i ystyried y Cynllun Gwella Corfforaethol a'r Cynllun Llesiant. Dywedodd Aelod fod Awdurdod Parc Cenedlaethol Bannau Brycheiniog wedi trefnu i gyfarfod ar y diwrnod hwnnw.

16.	RHYBUDDION O GYNNIG
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16.1. Rhybudd o Gynnig – Gwasanaethau leuenctid

Bu'r Cyngor yn trafod y cynnig ar Ganolfannau Ieuenctid a gynigiwyd gan y Cynghorydd Sir Matthew Dorrance ac a eiliwyd gan y Cynghorydd Sir Huw Williams:

1: Mae gwasanaethau Ieuenctid yn gwneud gwaith hanfodol bwysig yn ein cymunedau. Mae'r manteision a roddir i bobl ifanc yn rhai gwirioneddol a pharhaus.

2: Mae llawer o wasanaethau cyhoeddus eraill yn camu i'r bwlch pan fydd problemau'n digwydd ond mae gwasanaethau Ieuenctid yn atal gymaint o'r trafferthion hyn rhag digwydd yn y lle cyntaf.

3: Mae gwasanaethau Ieuenctid yn helpu pobl ifanc i fyw bywydau cadarnhaol fel aelodau o gymdeithas.

4: Mae Canolfannau Ieuenctid mewn lleoliadau strategol ar draws Powys yn chwarae rôl hanfodol mewn darparu'r Gwasanaeth Ieuenctid statudol.

5: Mae adeiladau Canolfannau Ieuenctid yn aml wrth galon y gymuned ac yn allweddol i ddarparu gwasanaethau lleol gwerthfawr eraill.

Mae'r Cyngor hwn yn penderfynu:

1: Nodi ei bryder am gau Canolfannau Ieuenctid ar draws Powys;

2: Y dylai'r Cabinet ymgysylltu â phobl ifanc ym Mhowys yn defnyddio'r fforymau, cyfryngau a'r adnoddau y gall pobl ifanc eu defnyddio i ddatblygu cynllun i fuddsoddi mewn cyfleoedd ar gyfer pobl ifanc.

3: Y dylai'r Cabinet adolygu effaith cau Canolfannau Ieuenctid ar bobl ifanc gyda nodweddion a warchodir, ac ar gymunedau tlotach, o fewn 12 mis i'w cau.

Cynigiodd y Cynghorydd Sir Amanda Jenner ddiwygiad i bwynt 3 a eiliwyd gan y Cynghorydd Sir Graham Breeze:

"Bod y Cabinet yn adolygu ansawdd a hygyrchedd Gwasanaethau Ieuenctid i bobl gyda nodweddion a warchodir ac mewn cymunedau tlotach ar draws Powys o fewn 12 mis i'w cau."

Pleidleisiodd y Cyngor ar y diwygiad ac fe'i pasiwyd o 30 pleidlais i 20 gyda 5 yn ymatal. Pleidleisiodd y Cyngor ar y prif gynnig ac o 46 pleidlais i 4 gyda 7 yn ymatal

PENDERFYNWYD

1: Nodi ei bryder am gau Canolfannau Ieuenctid ar draws Powys;

2: Y dylai'r Cabinet ymgysylltu â phobl ifanc ym Mhowys yn defnyddio'r fforymau, cyfryngau a'r adnoddau y gall pobl ifanc eu defnyddio i ddatblygu cynllun i fuddsoddi mewn cyfleoedd ar gyfer pobl ifanc.

3. Bod y Cabinet yn adolygu ansawdd a hygyrchedd Gwasanaethau Ieuenctid i bobl gyda nodweddion a warchodir ac mewn cymunedau tlotach ar draws Powys o fewn 12 mis i'w cau.

Gadawodd y Cyngorydd Sir William Powell am 15.37.

Gadawodd y Cyngorydd Sir K Lewis am 16.30.

16.2. Rhybudd o Gynnig – Cronfa Bensiwn Powys

Bu'r Cyngor yn trafod y cynnig canlynol a gynigiwyd gan y Cyngorydd Sir Emily Durrant ac a eiliwyd gan y Cyngorydd Sir Elwyn Vaughan.

"Yn Ebrill, bydd Cronfa Bensiwn Powys yn ymuno â Phartneriaeth Bensiynau Cymru (WPP), cyfuniad o wyth o wahanol Gronfeydd ar draws Cymru. Yn dilyn y broses hon, bydd gwaith yn dechrau ar drefniadau llywodraethu amgylcheddol a chymdeithasol (ESG) ar gyfer y WPP. Mae gan bob Cronfa unigol yn y bartneriaeth gyfle i gyfrannu i'r broses hon drwy adnabod meysydd ESG blaenoriaeth a lobio i'w cynnwys yn y WPP.

Mae'n amserol felly bod yr Aelodau nid yn unig yn cymryd risg gymdeithasol, ond hefyd risg ariannol y newid yn yr hinsawdd o ddifrif drwy symud i gyfyngu cysylltiad aelodau o Gronfa Bensiwn Powys i fuddsoddi mewn tanwyddau ffosil, sydd nid yn unig yn farchnad sy'n darford ond hefyd yn un risg uchel. Mae arbenigwyr yn cytuno bod angen i'r rhan fwyaf (tua 75%) o'r tanwyddau ffosil sydd ar ôl yn y ddaear aros yno os ydym am osgoi effeithiau trychinebus gwaethaf y newid hinsawdd ac mae Llywodraethwr Banc Lloegr hyd yn oed wedi rhybuddio bod asedau glo ac olew mewn perygl a bod datgarboneiddio'n gyfle mawr i fuddsoddwr. Felly, yr hyn a fyddai o'r budd mwyaf i'n pensiynwyr fyddai buddsoddi'n flaengar mewn datblygu diwydiannau gwyrdd fel ynni gwyrdd a allai fod yn allweddol i ddyfodol economaidd Cymru.

Wrth ymuno â'r WPP, mae gennym gyfle i ddylanwadu ar fuddsoddiad o tua £16 biliwn yn lle £620 miliwn – i lawer ohonom, mae'n gyfle mewn oes i gael effaith wirioneddol ar lesiant cenedlaethau'r dyfodol a llesiant pobl ar draws y byd.

Byddai gwneud hyn nid yn unig yn cefnogi Deddf Llesiant Cenedlaethau'r Dyfodol ond Cynllun Llesiant drafft Powys ei hun sy'n ceisio "datblygu strategaeth garbon bositif sy'n achub ar bob cyfle i gynhyrchu ynni gwyrdd".

Galwaf felly ar y Cyngor i gefnogi'n gyhoeddus yr egwyddor o ddadfuddsoddi mewn tanwyddau ffosil a dechrau lobio Partneriaeth Bensiynau Cymru i wneud dadfuddsoddi mewn tanwyddau ffosil yn un o'i blaenoriaethau ESG. Yn benodol, gofynnaf:

1. Bod yr Arweinydd ysgrifennu at Gronfa Bensiwn Powys yn galw arni:
 - a. I gefnogi dadfuddsoddi mewn egwyddor.
 - b. I lobio'r WPP am strategaeth i leihau ei buddsoddiadau mewn tanwyddau ffosil i sero dros y 5 mlynedd nesaf, gan gynnwys cynlluniau i arallgyfeirio i ynni adnewyddadwy a thechnolegau arbed ynni a storio ynni.

2. Y Cyngor a'r PPF i weithio gydag awdurdodau lleol eraill a wasanaethir gan y Bartneriaeth Bensiynau i weithio gyda'i gilydd ar ddadfuddsoddi ac arallgyfeirio.
3. Iddi weithio gyda chynrychiolwyr undebau llafur a'r gweithlu i'w cynnwys mewn cynlluniau ar gyfer dadfuddsoddi ac arallgyfeirio."

Roedd y bleidlais ar y cynnig yn gyfartal gyda 24 dros ac yn erbyn a 5 yn ymatal ac fe'i collwyd ar bleidlais fwrw'r Cadeirydd.

Gadawodd y Cynghorwyr Sir N Morrison a D Rowlands am 16.44.

16.3. **Rhybudd o Gynnig – Gorchmynion Rheoli Tai Gwag**

Gadawodd y Cynghorwyr Sir David Evans, Emyr Jones, Gary Price a Gareth Pugh y Siambr ar gyfer y drafodaeth ar y mater hwn ar ôl datgan buddiannau personol a rhagfarnus.

Bu'r Cyngor yn trafod y cynnig canlynol a gynigiwyd gan y Cynghorydd Sir James Gibson-Watt ac a eiliwyd gan y Cynghorydd Sir John Morris:

"Dim ond tri awdurdod lleol yng Nghymru sydd wedi defnyddio Gorchmynion Rheoli Tai Gwag (EDMO), pwerau a ddefnyddir gan awdurdodau lleol i feddiannu eiddo a fu'n wag am ddwy flynedd o leiaf. Nid yw Powys yn un ohonynt.

Cyflwynodd y Democratiaid Rhyddfrydol yn Lloegr Gais Rhyddid Gwybodaeth i Lywodraeth y DU am ffigurau tai gwag yn ôl ardaloedd awdurdod lleol ar draws y DU. Mae'r daenlen amgaeedig a dderbyniwyd mewn ymateb yn dangos y ffigurau tai gwag ar gyfer pob awdurdod lleol yn y DU ac a wnaethant ddefnyddio'r pwerau uchod. Yn 2016/17 cofnododd Cyngor Sir Powys fod 1810 o dai'n wag a bod y Cyngor wedi rhoi defnydd newydd i 25, er nad oedd y Cyngor wedi rhoi ffigurau am ba mor hir y bu'r cartrefi hyn yn wag. Mae'n un o ddim ond ychydig o gynghorau nad ydynt yn cofrestru'r ffigurau hyn ar hyn o bryd. Allan o'r 279 o awdurdodau lleol ar y rhestr, dim ond 65 o awdurdodau ar draws y DU sydd â dros 1000 o dai gwag.

Cynnig

Mae Grŵp Democratiaid Rhyddfrydol Cymru'n pwysu ar y Cyngor i fynnu bod y Cabinet yn darparu dadansoddiad o'r rhesymau pam fod 1810 o dai gwag ym Mhowys ynghyd â ffigurau ar ba mor hir y bu'r cartrefi hyn yn wag; a hefyd yn mynnu, a hynny ar unwaith, bod Cyngor Sir Powys yn dechrau defnyddio Gorchmynion Rheoli Tai Gwag (EDMO) i helpu i ysgafnu'r pwysau ar y galw am dai lleol a'r argyfwng tai'n genedlaethol."

Collwyd y cynnig o 18 pleidlais i 21 gyda 4 yn ymatal.

Gadawodd y Cynghorydd Sir Claire Mills am 17.00.

16.4. **Rhybudd o Gynnig – Dydd Gŵyl Dewi**

Bu'r Cyngor yn trafod y cynnig canlynol a gynigiwyd gan y Cynghorydd Sir Elwyn Vaughan ac a eiliwyd gan y Cynghorydd Sir Bryn Davies:

“Bod y Cyngor yn cefnogi'r alwad drawsbleidiol i Ddydd Gŵyl Dewi ddod yn ŵyl banc genedlaethol. Yn y cyfamser, bod y Cyngor yn cydnabod hyn drwy godi baner Dewi Sant ar safleoedd y Cyngor a hefyd baner y Ddraig Goch yn ystod yr wythnos o gwmpas 1 Mawrth, a hefyd yn codi baner Glyndŵr yn ystod yr wythnos yn cynnwys y dyddiad 16 Medi.”

Cytunodd y Cyngor i dderbyn y cynnig mewn dwy ran, y gyntaf yn galw am wneud Dydd Gŵyl Dewi'n ŵyl banc a'r ail ar chwifio baneri.

Rhoddwyd rhan gyntaf y cynnig “Bod y Cyngor yn cefnogi'r alwad drawsbleidiol i Ddydd Gŵyl Dewi ddod yn ŵyl banc genedlaethol” i'r bleidlais gan golli o 12 pleidlais i 25 gydag 1 yn ymatal.

Cafodd ail ran y cynnig sef “bod y Cyngor yn cydnabod hyn drwy godi baner Dewi Sant ar safleoedd y Cyngor a hefyd baner y Ddraig Goch yn ystod yr wythnos o gwmpas 1 Mawrth, a hefyd yn codi baner Glyndŵr yn ystod yr wythnos yn cynnwys y dyddiad 16 Medi” ei basio o 36 pleidlais i 1.

PENDERFYNWYD bod y Cyngor yn codi baner Dewi Sant ar safleoedd y Cyngor a hefyd baner y Ddraig Goch yn ystod yr wythnos o gwmpas 1 Mawrth, a hefyd yn codi baner Glyndŵr yn ystod yr wythnos yn cynnwys y dyddiad 16 Medi.

Gadawodd y Cynghorwyr Sir Amanda Jenner, Gary Price a Lucy Roberts y cyfarfod am 17.28.

16.5. Rhybudd o Gynnig – Defnyddio Llai o Blastig

Yn absenoldeb y cynigydd a gyda chytundeb yr eilydd, cytunwyd gohirio ystyried y rhybudd o gynnig hwn tan y cyfarfod nesaf.

Gadawodd y Cynghorydd Sir Gwynfor Thomas y cyfarfod am 17.30.

17. CWESTIYNAU’N UNOL Â’R CYFANSODDIAD

17.1. Cwestiwn i'r Aelod Portffolio ar Faterion Eiddo a Gwastraff gan y Cynghorydd Sir Elwyn Vaughan

Beth oedd cyfanswm cost wreiddiol datblygiad 'y Gaer' yn Aberhonddu a beth yw cyfanswm y gost erbyn hyn? Sut y cafodd ei ariannu a sut y mae'n cael ei ariannu nawr?

Ateb

Canolfan Ddiwylliannol y Gaer, Aberhonddu – Crynodeb o gostau cyfalaf y prosiect a'r ffynonellau cyllid			
Ffynhonnell gyllid	Statws	Symiau	Symiau (£)
Ymddiriedolaeth Gelf Brycheiniog	(wedi'i sicrhau)		£100,000
Cyfeillion Amgueddfa	(wedi'i sicrhau)		£170,000

a Chymdeithas Brycheiniog			
Ymddiriedolaethau eraill a rhoddwyr unigol	(wedi'i sicrhau)		£80,000
Grant Cyfamod Cymunedol y Fyddin	(wedi'i sicrhau)		£150,000
CADW	(wedi'i gyfrif ond heb eto ei sicrhau)		£127,000
MALD	(wedi'i sicrhau)		£250,000
Cronfa Dreftadaeth y Loteri (HLF)	(wedi'i sicrhau)		£3,012,100 [1]
PCPP (Llywodraeth Cymru)	(wedi gwneud cais)	£1,000,000	
Cyfanswm cyllid y bartneriaeth / arian cyfatebol (wedi'i sicrhau)		£3,889,000	
Cyngor Sir Powys	(wedi'i sicrhau)		£9,157,952
Cyfanswm cyllid wedi'i sicrhau (Medi 2017)			£13,047,052
Cyfanswm amcangost y prosiect pan ddechreuodd (Mai 2016)		£10,387,557 [2]	
Gwahaniaeth (rhwng Mai 2016 a Medi 2017)		£2,659,495	

[1] **Nodyn:** Dyfarniadau cyllid gan y HLF yn cynnwys – £141,200 + £2,497,100 + £373,800

[2] **Nodyn:** Mae'r ffigur o £10,387,577 yn cynnwys y gost o Adnewyddu To Blaen Amgueddfa Brycheiniog am £630,503.

Mewn ymateb i gwestiwn ychwanegol y Cynghorydd Vaughan, sicrhodd yr Aelod Portffolio na fyddai gorwariant arall o £5m ar y prosiect.

Gadawodd y Cyngorwyr Sir Linda Corfield a Gareth Jones am 17.31.

17.2 Cwestiwn i'r Aelod Portffolio ar Faterion Adfywio gan y Cynghorydd Sir Kathryn Silk

Pa ganran o ddeiliaid tai a busnesau ym Mhowys sydd â mynediad at gyflymderau band eang o 10Mbs neu fwy?

Ateb

Mae argaeledd gwasanaethau band eang ar draws Powys yn amrywio yn ôl y math o seilwaith sydd wedi'i osod neu sy'n cael ei ddefnyddio. Mae ehangder y sir a'i natur wledig yn gofyn cael amrywiaeth o ddulliau darparu. Yn ôl y ffigurau diweddaraf gan Think Broadband.com (Mehefin 2017) mae'r lefelau darparu canlynol wedi eu cyflawni ym Mhowys:

- Mae gan ychydig dros 80% o eiddo fynediad at gyflymderau band eang o 10MB neu fwy.
- O ran cyflymderau arferol Band Eang Cyflym lawn ar draws y DU (cyflymder lawrlwytho o 24MB o leiaf) mae tua 77% o eiddo ar draws Powys yn gallu derbyn y gwasanaeth.
- O ran argaeledd Ffibr Llawn gan Openreach (y cyflymder uchaf sydd ar gael) mae tua 15.93% o eiddo ar draws Powys wedi'u cysylltu.

Beth y mae'r Cabinet yn ei wneud i sicrhau bod pob cartref a busnes yn cael mynediad o'r fath?

Ateb

- Mae'r Cyngor wedi cefnogi Llywodraeth Cymru gyda chyflwyno seilwaith band eang ar draws Powys fel rhan o Gam 1 ei rhaglen weithredu hyd at ddiwedd mis Rhagfyr 2017.
- Bydd y gefnogaeth hon yn parhau yng ngham nesaf y rhaglen rhwng Ionawr 2018-2023 fydd yn ceisio rhoi sylw i ardaloedd anodd eu cyrraedd na chawsant eu cynnwys yng ngham cyntaf y rhaglen.
- Mae'r Cyngor yn gweithio gyda Llywodraeth Cymru i annog busnesau a defnyddwyr domestig ar draws Powys i dderbyn y gwasanaeth newydd.
- Ym mis Gorffennaf 2017, rhoddodd y Cyngor ei ymateb i Ymgynghoriad Llywodraeth Cymru ar Allwedd Band Eang y Genhedlaeth Nesaf. Roedd yr ymateb yn tynnu sylw at ardaloedd daearyddol posib ym Mhowys y dylai Cam 2 y rhaglen roi blaenoriaeth iddynt gan bwysleisio pa mor bwysig oedd cefnogi atebion ac opsiynau eraill ar gyfer cysylltu cymunedau a busnesau ynysig.
- Mae cefnogi'r gwaith o wella cysylltedd digidol a chael mwy o bobl i fanteisio arno ar draws y Sir hefyd wedi'i gynnwys, ac yn weithredu blaenoriaeth yn Rhaglen Economi Gweledigaeth 2025 y Cyngor.

Pa asesiad y mae'r Cabinet wedi'i wneud o'r anfantais economaidd i ddeiliaid tai a busnesau sydd heb fynediad o'r fath?

Ateb

- Mae'r Cyngor wedi asesu effaith darparu band eang ym Mhowys drwy'r dystiolaeth a gasglwyd ar gyfer Cynllun Powys ar gyfer Gweithredu Llesiant Cenedlaethau'r Dyfodol. Ar ôl dadansoddi cyflymderau rhyngwyd mewn 131 lleoliad neuadd bentref yn y sir ym Medi 2016, cadarnhawyd fod cysylltedd yn broblem fawr mewn cymunedau gwledig y tu allan i'r prif ganolfannau trefol.
- Casglwyd tystiolaeth o'r effaith economaidd ar fusnesau drwy ddigwyddiadau Gweithdai Band Eang Cyflym lawn a gynhaliwyd ar draws Powys ers 2015.

Roedd cwestiwn ychwanegol y Cynghorydd Silk yn gofyn pa gymorth y gall aelodau unigol ei roi i'r Aelod Portffolio i roi pwysau ar y llywodraeth i wella cyflymderau band eang. Byddid yn gofyn i'r Aelod Portffolio a oedd yn absennol am ymateb.

17.3. Cwestiwn i'r Arweinydd gan y Cynghorydd Sir Matthew Dorrance

A fydd yr Arweinydd yn cyhoeddi adroddiad cynnydd ar gyflawni dogfen ei gweinyddiaeth - Gweledigaeth 2025?

Ateb

Nid oeddwn wedi bwriadu cyhoeddi "Adroddiad Cynnydd" ar y Weledigaeth ond gallwn wneud hynny – efallai'n flynyddol.

Roeddwn wedi bwriadu, ac rydyn ni wedi dechrau cynnal seminarau rheolaidd ar gyfer y Cyngor cyfan oherwydd rwyf am i'r holl Gynghorwyr fod yn rhan o unrhyw drafodaethau.

Mae'r swyddogion hefyd yn y broses o sefydlu'r grwpiau trafod fydd yn cefnogi'r Byrddau Rhaglen bychain a ddynodwyd i bob maes gwaith. Ar ôl eu sefydlu, bydd gan bob Cynghorydd gyfle i gyfrannu mewnbyn i unrhyw faes gwaith ar y Weledigaeth.

Hyd yma, mae gwaith ar y gweill i gyflawni Cytundeb Twf Economaidd ar gyfer y Canolbarth, yn enwedig ers y cyhoeddiad a wnaed yng Nghyllideb Llywodraeth y DU. Mae'r Cabinet hefyd wedi cyfarfod a thrafod y ffordd ymlaen gyda Guto Bebb AS a oedd, ar y pryd, yn Is-ysgrifennydd Gwladol Cymru, ac rydym yn y broses o drefnu cyfarfodydd gwleidyddol rhyngom ni, Cyngor Sir Ceredigion a Gweinidogion.

Mae nifer o adroddiadau cadarnhaol ar wahanol agweddau ar y gwaith yn y Weledigaeth a bwriedir adrodd arnynt yn un o Seminarau'r Cyngor.

Mewn ymateb i gais y Cynghorydd Dorrance am fwy o fanylion am y cynnydd gyda phedair prif gonglfaen y Weledigaeth, dywedodd yr Arweinydd fod gwaith yn mynd rhagddo ar y pedair ac y byddai seminar bellach i'r Aelodau.

17.4. Cwestiwn i'r Aelod Portffolio ar faterion Adfywio a Chynllunio gan y Cynghorydd Sir Matthew Dorrance

Pa asesiad a wnaed gan y Cabinet o'r effaith y bydd y cau sydd wedi'i gynllunio o Ganolfan Croeso Aberhonddu yn ei gael ar yr economi leol?

Ateb

Cafodd y strategaeth gyffredinol ar gyfer delio â thoriadau i'r gyllideb ei chytuno gan y Cyngor llawn yn Chwefror 2014 fel rhan o'r broses o bennu'r gyllideb a chafodd y cynllun presennol i wneud arbedion erbyn Mawrth 2018 ei gadarnhau gan Bennaeth y Gwasanaethau Adfywio a Rheoleiddio, fel yr oedd ar y pryd, a minnau fel yr Aelod Portffolio ar Adfywio a Chynllunio, yng Ngorffennaf 2017.

Mae'r ffordd y mae ymwelwyr yn cael gafael ar wybodaeth wedi newid yn aruthrol yn y blynyddoedd diwethaf a disgwylir i ddatblygiadau technoleg newydd a newidiadau yn ymddygiad defnyddwyr barhau i ddylanwadu ar wasanaethau gwybodaeth i ymwelwyr yn y dyfodol. I adlewyrchu'r duedd hon ac i ateb disgwyliadau ymwelwyr, mae'r Gwasanaeth Twristiaeth yn rhoi mwy o bwyslais ar ddarparu gwybodaeth yn ddigidol drwy ddatblygu gwefannau, technoleg ffonau symudol, datblygu apiau ac ehangu posibiliadau'r cyfryngau cymdeithasol drwy Facebook, Twitter, Instagram etc, a thrwy weithio gyda phartneriaid fel Croeso Cymru, awdurdodau lleol cyfagos a chyrchfannau lleol i wneud

gwybodaeth yn haws ei chyrchu i ymwelwyr. Yn y tymor hirach, rydym yn disgwyl i lawer mwy o wybodaeth gael ei darparu'n ddigidol na thrwy ddulliau eraill a bydd datblygiadau yn y maes hwn yn flaenoriaeth i gwrdd ag anghenion y rhan fwyaf o ymwelwyr nad ydynt ar hyn o bryd yn defnyddio canolfannau gwybodaeth o gwbl.

Ni chafodd asesiad o effaith y cynlluniau i gau ei wneud pan wnaed y penderfyniad gwreiddiol ond, ers hynny, mae asesiad wedi'i wneud ac wedi cael ei adolygu gan Is-grŵp y Cabinet.

Mae copi o'r asesiad o effaith ar gael, pe bai ei angen.

Cwestiwn ychwanegol y Cynghorydd Dorrance oedd gofyn beth oedd gan y Cabinet i'w guddio drwy beidio â chyhoeddi'r asesiad o effaith. Byddai'r cwestiwn hwn yn cael ei anfon ymlaen i'r Aelod Portffolio am ymateb.

17.5. Cwestiwn i'r Cynghorydd Sir William Powell, Aelod o Banel Heddlu a Throseddu Dyfed Powys, gan y Cynghorydd Sir Elwyn Vaughan

Beth yw'r blaenoriaethau ar gyfer plismona ein cymunedau gwledig iawn y m Mhowys?

Ateb

Diolch i chi am y cwestiwn.

Mae Troseddu Gwledig ar draws ardal Heddlu Dyfed Powys yn flaenoriaeth i'r Heddlu ac i'r Comisiynydd Heddlu a Throseddu. Mae'r Comisiynydd Dafydd Llywelyn yn cynnwys troseddu gwledig a bywyd gwyllt fel rhan o'i Flaenoriaeth Gyntaf yng Nghynllun Heddlu a Throseddu 2017-2021: Cadw Cymunedau'n Ddiogel (wele isod).

'Gyda'r heddlu a phartneriaid eraill, gallaf ddeall troseddu gwledig a bywyd gwyllt yn well, ei effaith ar gymunedau gwledig a sut y gallwn weithio gyda'n gilydd i warchod ein hamgylchedd naturiol'.

Mae gan y Comisiynydd hefyd Strategaeth Troseddu Gwledig ar y cyd â Heddlu Dyfed Powys lle mae'r Comisiynydd yn ailadrodd blaenoriaethau ei Gynllun Heddlu a Throseddu (wele isod). Cadw ein cymunedau'n ddiogel

- Diogelu pobl agored i niwed
- Gwarchod ein cymunedau rhag bygythiadau difrifol
- Cysylltu gyda chymunedau

Mae'r Strategaeth Troseddu Gwledig yn cynnwys y Prif Heriau ar gyfer Dyfed Powys o ran troseddu gwledig (wele isod).

- Amddiffyn pobl agored i niwed
- Troseddu amaethyddol ac ar ffermydd
- Troseddau treftadaeth
- Ynysu gwledig
- Twristiaeth
- Troseddau busnes a bwyd
- Diogelwch Ffyrdd
- Troseddu difrifol a chyfundrefnol
- Troseddau bywyd gwyllt

Bydd cynlluniau Heddlu Dyfed Powys ar droseddu gwledig yn cael eu gorfodi ar draws ardal yr Heddlu.

Rwyf yn cynnwys dolen i Strategaeth Troseddu Gwledig 2017 er gwybodaeth.

<https://www.dyfed-powys.police.uk/cy/cyngor/plismona-gwledig/>

Gall fy nghydweithwyr ar y Panel Heddlu a Throseddau, y Cyngorwyr David Evans a Les George a minnau ofyn am ddiweddariad gan y Comisiynydd ar unrhyw gwestiynau pellach y gallai fod gennych yng nghyfarfod y Panel Heddlu a Throseddau ar 26 Ionawr yn Neuadd y Sir Ceredigion yn Aberaeron.

Cwestiwn ychwanegol y Cyngorydd Vaughan oedd gofyn i Gomisiynydd Heddlu a Throseddau Dyfed Powys ddod i annerch y Cyngor.

17.6. Cwestiwn i'r Aelod Portffolio ar Addysg gan y Cyngorydd Sir Sandra Davies

Fel arfer, mae'r Fformiwla Ariannu Teg yn cael ei chylchredeg ar gyfer ymgynghori o amgylch tymor y Nadolig – hyd yn hyn rwy'n gwybod nid yw wedi cael ei chyhoeddi ar gyfer ymgynghori eto: pryd bydd y fformiwla'n cael ei chylchredeg?

Ateb

O dan Reoliadau Fforymau Ysgolion (Cymru) 2003, rhaid i bob awdurdod lleol fod â fforwm cyllideb ysgolion lleol (a elwir yn fforwm ysgolion). Mae fforymau ysgolion yn allweddol i ddatblygu deialog wybodus a hyderus rhwng awdurdodau a'u hysgolion ar faterion cyllideb, gan gynnwys lefelau ariannu ysgolion yn y blynyddoedd i ddod, pwysau ar gyllidebau yn y dyfodol, newidiadau i'r fformiwla ariannu leol ac adolygu cytundebau lefel gwasanaeth / contractau ar gyfer darparu gwasanaethau i ysgolion.

Mae'n ofynnol i awdurdodau lleol ymgynghori â'u fforwm ysgolion yn flynyddol ar faterion yn ymwneud â'r Gyllideb Ysgolion a newidiadau i'w Cynllun ar gyfer Ariannu Ysgolion. Gall awdurdodau hefyd ymgynghori â'u fforymau ar faterion eraill yn ymwneud ag ariannu ysgolion, er enghraifft goblygiadau ariannol eu trefniadau i ddarparu prydau ysgol am ddim, trefniadau yswiriant ac i ddefnyddio unedau atgyfeirio disgyblion ac i addysgu plant heblaw am yn yr ysgol. Cynhaliwyd y cyfarfod diweddaraf o'r Fforwm Ysgolion ar 23 Ionawr a bwriedir cyflwyno cyngor y Fforwm yn ffurfiol i Gynghorwyr fel rhan o bennu'r gyllideb ar gyfer 2018-19.

Yn ogystal, mae'r Awdurdod Lleol yn cyflawni adolygiad llawn o'r Fformiwla Ariannu Ysgolion, yn ôl gweithgaredd. Nid yw gwneud hyn yn cynhyrchu cyllid newydd i'r Awdurdod Lleol na'r ysgolion ond bydd yn sicrhau ein bod yn parhau i ddosbarthu'r cyllid sydd ar gael yn deg rhwng yr ysgolion.

O ystyried y toriadau i grantiau penodol eleni a'r pwysau parhaus ar gyllidebau gwasanaethau cyhoeddus, mae'n dalcen caled o hyd wrth i Gyrff Llywodraethu ysgolion geisio cwrdd â'u cyfrifoldebau statudol i beidio â chreu diffyg cyllideb a pharhau i ddarparu cyfleoedd dysgu o ansawdd uchel i'n plant a'n pobl ifanc. Rydym yn parhau i fod yn ddiolchgar am eu holl ymdrechion gwirfoddol wrth gyflawni eu cyfrifoldebau llywodraethu statudol. Byddwn hefyd yn parhau i fod yn ymrwymedig i flaenoriaethu cyllid ysgolion yn yr hinsawdd ariannol anodd sydd ohoni.

Nid oedd unrhyw gwestiwn ychwanegol.

17.7. Cwestiwn i'r Aelod Portffolio ar faterion Eiddo a Gwastraff a'r Aelod Portffolio ar faterion Adnoddau Dynol, TGCh a Chyfathrebu gan y Cynghorydd Sir Sandra Davies

Mae tipyn wedi cael ei ddweud yn ddiweddar am y boblogaeth sy'n heneiddio a'r pwysau cysylltiedig ar wasanaethau rheng flaen. Mae cynnydd mewn dementia, pobl sydd â phroblemau symudedd a rhagor o alwadau ar ofalwyr / darparwyr gofal.

Nid yw Powys yn darparu rhestr o ddyddiadau ar gyfer casgliadau sbwriel sy'n gallu achosi dryswch i bobl a'u gofalwyr. Nid oes mynediad gan bawb i gyfrifiadur i gael hyd i wybodaeth.

Roedd hi'n anffodus y cafwyd problemau gyda'r casgliadau gwastraff cyn y Nadolig oherwydd y tywydd. Nid oedd hi'n glir pryd yr oedd y sbwriel yn cael ei gasglu.

Yn ogystal â hyn oedd y dryswch am y newid i'r diwrnod casglu arferol dros y Nadolig a diwrnod casglu gwahanol ar gyfer y cyfnod dros y Flwyddyn Newydd?

Cwestiwn:

Pa gynllun sydd gan yr aelod portffolio ar faterion sbwriel/ailgylchu i wneud yn siŵr bod aelodau o'r cyhoedd yn gwybod pryd i roi eu sbwriel allan i'w gasglu: biniau du (sachau porffor) a blychau lliw?

A yw'r ddau aelod portffolio yn cydweithio gyda'i gilydd i wneud yn siŵr bod hyn yn cael ei gyfathrebu'n effeithiol?

Ateb

Rydym wedi bod yn mynd drwy broses o optimeiddio'r holl lwybrau casglu gwastraff ac ailgylchu i wneud ein criwiau a'n cerbydau mor effeithlon â phosib. O ganlyniad bydd diwrnod casglu'r rhan fwyaf o aelwydydd yn newid. Bydd hyn yn cael ei gyfathrebu'n glir drwy lythyr cyn i'r newid hwn ddigwydd. Gyda'r llythyr bydd canllawiau newydd ar ailgylchu ynghyd â dyddiadau'r tri chasgliad gwastraff gweddilliol wythnosol.

Pan gyflwynwyd y tri chasgliad gwastraff gweddilliol wythnosol, cafodd rhestr o ddyddiadau am y flwyddyn ganlynol ei nodi. Yna cyflwynwyd cyfleuster gwirio codau post ar ein gwefan lle gall preswylwyr deipio eu cod post i dderbyn y pum dyddiad casglu nesaf. Nid yn unig y mae'n gyfleus iawn i'r rhan fwyaf o breswylwyr sy'n defnyddio'r dechnoleg, mae hefyd yn amhrisiadwy i'n staff gwasanaethau cwsmeriaid sydd, pan fydd preswylwr yn galw, yn mewnosod y cod post a rhoi'r dyddiadau i'r galwr. Mae'r system wedi gweithio'n dda iawn a hefyd yn arbed y gost sylweddol o anfon calendr allan at breswylwyr.

Yn anffodus mae tywydd garw, fel y cawsom cyn y Nadolig, yn effeithio ar y gwasanaeth a ddarparwn. Wrth gwrs mae'n hanfodol ein bod nid yn unig yn mynd â cherbydau allan ar y ffordd pan fydd yn ddiogel gwneud hynny, rhaid i ni hefyd ystyried diogelwch ein staff wrth drin gwastraff ac ailgylchu ar garreg y drws. Ceisiwyd cael y neges ar darfu ar gasgliadau allan i gymaint o bobl â phosib drwy'r wefan, y cyfryngau cymdeithasol a'r gwasanaethau cwsmeriaid.

Fodd bynnag, oherwydd natur amodau tywydd cyfnewidiol, mae'n anodd cyfathrebu'r newidiadau hyn yn syth.

Mae casgliadau dros y Nadolig yn broblem i bob awdurdod lleol wrth iddynt geisio cydbwysu darparu gwasanaeth a chaniatáu i staff fwynhau'r gwyliau a threulio amser gyda'u teuluoedd. Cafodd hyn eto ei gyfathrebu bob tro lle'r oedd yn bosib, gan gynnwys yn yr holl bapurau lleol a'r gwefannau cyfryngau cymdeithasol. Eto, mae anfon taflen allan i bob tŷ'n ddrud iawn a ninnau'n ceisio arbed costau gyda holl wasanaethau'r cyngor.

Mae'r aelodau portffolio wrth gwrs yn ymwybodol o'r problemau o gyfathrebu'r negeseuon hyn ac yn gweithio'n agos â'r Gwasanaeth Gwastraff ac Ailgylchu a'r Tîm Cyfathrebu i roi cyhoeddusrwydd effeithiol i unrhyw newidiadau, p'un ai'n rhai a gynlluniwyd neu beidio.

Nid oedd unrhyw gwestiwn ychwanegol.

17.8. Cwestiwn i'r Aelod Portffolio ar faterion Addysg gan y Cyngorydd Sir David Meredith

Rwy'n deall bod dau ymgynghorydd wedi'u cyflogi i gynorthwyo drafftio Polisi Ysgolion - Ariannu Teg diwygiedig. Gan fod yr apwyntiadau hyn yn ychwanegol at gyflogi Cyfarwyddwr Addysg parhaol, a all yr Aelod Cabinet ar faterion Addysg wneud datganiad ar ddefnydd yr Adran o ymgynghorwyr?

Ateb

Yr ymgynghorydd sy'n cael ei defnyddio i helpu gydag Adolygu'r Fformiwla yw Susan Fielden. Mae'n gweithio ar gomisiwn gan dîm y Gyfarwyddiaeth Adnoddau. Mae Susan yn cael ei chydabod fel arbenigwraig yn ei maes – ar ôl rhoi cyngor i lywodraeth y DU ar ei pholisi ariannu a gweithio'n agos hefyd ag ASCL – Cymdeithas yr Arweinyddwyr Ysgolion a Cholegau, i ddadansoddi ariannu addysg. Penodwyd Susan i gynnal ymweliad undydd i gyflawni "Archwiliad lechyd" ac i gynnig barn am y Fformiwla Ariannu Ysgolion presennol.

Defnydd cymharol ychydig o ymgynghorwyr y mae'r Gyfarwyddiaeth Addysg neu'r Gwasanaeth Ysgolion wedi'i wneud. Ar hyn o bryd mae un ymgynghorydd tymor byr, rhan amser a phrofiadol iawn yn cefnogi gwelliannau allweddol mewn ysgolion a newidiadau i'r strategaeth Gynhwysiant / ADY. Mae wedi'i benodi ar gytundeb ariannu tymor byr fel bo'r Cyfarwyddwr yn gallu cyflawni rôl arweinyddiaeth allweddol yn datblygu'r Cynllun Arweinyddiaeth a Llywodraethu Corfforaethol mewn ymateb i bryderon rheoleiddio.

Y brif sefyllfa arall lle defnyddiodd y Gyfarwyddiaeth Addysg neu'r Gwasanaeth Ysgolion ymgynghorwyr yn ddiweddar oedd yn yr achosion busnes datblygu technoleg i sicrhau cyllid cyfalaf gan Lywodraeth Cymru ar gyfer prosiectau sylweddol er budd cymunedau lleol.

Ychydig iawn felly o ymgynghorwyr a ddefnyddiwyd gan y Gyfarwyddiaeth, ac ym mhob achos, mae etifeddiaeth o sgiliau a phrofiad wedi'i throsglwyddo i'n gweithlu lleol.

Ar hyn o bryd mae'r Gyfarwyddiaeth Adnoddau – Cyllid yn chwilio am gymorth interim i lenwi swydd y Rheolwr Cyllid Ysgolion. Gallai gael ei llenwi naill ai gan asiantaeth neu ymgynghorydd, gan ddibynnu ar beth sydd ar gael.

Mewn ymateb i gwestiwn ychwanegol y Cynghorydd Meredith yn gofyn a oedd gan aelod o staff yr arbenigedd i ddrafftio fformiwla ariannu teg ar gyfer ysgolion, eglurodd yr Aelod Portffolio nad oedd gan y staff y sgiliau ar hyn o bryd i gydbwysu'r cwricwlwm a dyna pam y penodwyd yr ymgynghorydd.

17.9. Cwestiwn i'r Aelod Portffolio ar faterion Eiddo a Gwastraff a'r Aelod Portffolio ar faterion Tai a Gwasanaethau Cefn Gwlad gan y Cynghorydd Sir Roger Williams

Pa asesiad a wnaed gan y Cabinet o berfformiad (a) ariannol a (b) gweithredol Gwasanaethau Eiddo Calon Cymru Cyf?

Ateb

Cwmni a sefydlwyd yn 2017 yw Heart of Wales Property Services Ltd, wedi'i berchnogi ar y cyd gan Gyngor Sir Powys a Kier Ltd, sy'n darparu gwasanaethau cynnal a chadw ymatebol i dai cyngor, eiddo corfforaethol (gan gynnwys ysgolion) ynghyd â gwasanaethau dylunio adeiladau.

- a) Mae'n rhy fuan i gyflawni asesiad llawn o'r sefyllfa ariannol oherwydd dim ond ers 3 Gorffennaf 2017 y mae HOWPS wedi bod yn masnachu ac nid yw blwyddyn ariannol y Cyngor wedi dod i ben eto. Adroddir ar gyllid yn y cyfarfodydd Bwrdd misol.
- b) Mae Fforwm Rheoli Contractau misol a fynychir gan swyddogion allweddol o HOWPS a Chyngor Sir Powys lle caiff perfformiad gweithredol HOWPS ei fesur yn erbyn Dangosyddion Perfformiad Allweddol ac Adroddiadau Gweithredol.
Mae'r Dangosyddion Perfformiad Allweddol hefyd yn cael eu trafod mewn Cyfarfod Bwrdd misol a fynychir gan Aelodau'r Bwrdd (4 o Kier a 4 o Gyngor Sir Powys). Lle caiff mater ei adnabod, codir y mater a chaiff y cynnydd gyda'i ddatrys ei olrhain yn wythnosol.

Cytunodd yr Aelod Portffolio ar faterion Tai a Gwasanaethau Cefn Gwlad i gwestiwn ychwanegol y Cynghorydd Williams yn gofyn am ddiweddariadau ariannol rheolaidd gan y cwmni.

17.10. Cwestiwn i'r Aelod Portffolio ar faterion Priffyrdd gan y Cynghorydd Sir Roger Williams

Pa asesiad a wnaed gan y Cabinet o gyflwr ffyrdd di-ddosbarth ym Mhowys?

Ateb

Mae cyflwr ein ffyrdd di-ddosbarth yn cael ei fonitro drwy archwiliadau rheolaidd o'r rhwydwaith ffyrdd. Caiff pa mor aml y cyflawnir yr archwiliadau ei benderfynu ar sail hierarchaidd, fel arfer ar sail cylchoedd o 6 neu 12 mis. Mae ffyrdd mewn ardaloedd trefol yn gwasanaethu ardaloedd preswyl, neu a ddefnyddir yn drwm, yn cael eu harchwilio'n amlach, gyda rhai mewn ardaloedd gwledig sy'n arwain at ddim ond ychydig o dai'n cael eu cyflawni bob 12 mis. Pwrpas yr archwiliadau hyn yw adnabod gwaith sydd angen ei wneud yn y tymor byr ac asesu cyflwr yn gyffredinol gan roi gwaith mwy sylweddol, fel mân-drwsio'r wyneb, yn y rhaglen. Ar hyn o bryd mae arolygon SCANNER yn ofynnol gan Lywodraeth Cymru dim ond i asesu cyflwr ffyrdd dosbarthiadol ar draws Cymru. Ni ystyrir bod yr

arolygon technegol a mwy manwl hyn, sy'n defnyddio dadansoddiad cyfrifiadurol, yn rhoi gwerth am arian ar gyfer ffyrdd di-ddosbarth. Fodd bynnag, fel rhan o ddatblygu'r Cynllun Rheoli Asedau Priffyrdd (HAMP), bwriedir cyflwyno rhaglen archwilio newydd fydd yn cynnwys bras asesiad gweledol o gyflwr y ffordd fel rhan o bob archwiliad. Er nad yw'n asesiad cynhwysfawr na gwyddonol ei natur, dylai roi bras syniad o gyflwr y ffordd.

Math o Ffordd	Km o Ffordd	Amledd Arolwg SCANNER
A (Dosbarth 1)	238	Blynyddol
B (Dosbarth 2)	604	Blynyddol
C (Dosbarth 3)	2,102	Cylch o bedair blynedd
U (Diddosbarth)	2,126	Dim

Er gwybodaeth, cafodd yr arolygon SCANNER diwethaf o ffyrdd di-ddosbarth i gael eu cofnodi eu gwneud yn 2011/2012 ar sail egwyddorion arolygu SCANNER. Mae'r arolwg yn cofnodi ystod o ffactorau gan gynnwys proffil ar hyd y ffordd (ansawdd y siwrne); ar draws y ffordd (rhychau); dyfnder graen yr wyneb a'r cracio (sgidio) cyn eu cyfuno i gynhyrchu un ffactor sy'n cael ei adrodd ar sail goleuadau traffig (Coch / Oren / Gwyrdd). Wele <http://www.ukroadsliaisongroup.org/en/asset-condition/road-condition-information/data-collection/scanner/> am fwy o fanylion.

Dangosir cyflwr y ffyrdd diddosbarth a gofnodwyd yn 2011/2012 yn y tabl isod, gyda 30.2% yn y categori coch (lle mae angen ymchwiliad pellach iddynt) ac yn cyfateb i 640km. Rhoddir cymariaethau ar gyfer ffyrdd C ac A yn yr un flwyddyn a'r flwyddyn gyfredol 2016/2017.

	11/12 Diddosbarth (ffyrdd U)	11/12 Dosbarth 3 (ffyrdd C)	11/12 Dosbarth 1 (ffyrdd A)	16/17 Dosbarth 3 (ffyrdd C)	16/17 Dosbarth 1 (ffyrdd A)
Coch %	30.2%	15.1%	6.2%	24.4%	3.5%
Oren %	25.2%	44.1%	24.6%	43.2%	28.5%
Gwyrdd %	44.6%	40.8%	69.2%	32.3%	68.0%

Yn 2011/2012 roedd canran y ffyrdd U yn y categori coch ddwywaith yn fwy na'r ganran o ffyrdd C er bod y cyfanswm yn y categorïau Oren a Choch fwy neu lai'r un fath. Gan edrych ar ffyrdd C ar gyfer 2016/2017, mae eu cyflwr wedi dirywio mewn cymhariaeth â 2011/2012 ac mae'r cyflwr diddosbarth felly'n debygol fel bod canran y ffyrdd yn y categori Coch hefyd wedi cynyddu dros 30.2%.

Ar sail data 2011/2012 o 30.2% o ffyrdd diddosbarth yn y categori coch, pe bai'r 640km er enghraifft yn cael eu mân-drwsio (y driniaeth leiaf dwys), byddai'n costio oddeutu £8.5m, pe bai'r ffyrdd yn cael eu hailwynebu'n llawn byddai'n costio oddeutu £30m. Ni fyddai hyn yn lleihau'r ganran o rai coch i sero ond mae'n arwydd o'r costau posib pe byddem eisiau gwella cyflwr y ffyrdd hyn yn sylweddol.

Cyhoeddir canlyniadau'r arolygon o ffyrdd dosbarthiadol yn flynyddol ar eu gwefan yn <http://gov.wales/statistics-and-research/road-lengths-conditions/?skip=1&lang=cy>.

Mae Powys wedi bod yn gyson ar waelod y tabl cyflwr ffyrdd, gyda'r ganran uchaf o ffyrdd dosbarthiadol sydd angen gwaith ymchwilio pellach iddynt (yn y categori Coch). Mae hyn oherwydd y ganran uchel o ffyrdd C ym Mhowys o'i gymharu ag awdurdodau eraill, sy'n camliwio'r ffigurau cyfunol. Ar ôl gwahanu'r ffigurau, mae ein perfformiad ar ffyrdd A a B yn debyg i berfformiad cynghorau eraill.

Cytunodd yr Aelod Portffolio ar faterion Priffyrdd i gwrdd â'r Cynghorydd Williams i drafod syniadau a gynigiwyd gan aelodau o'r cyhoedd.

17.11. Cwestiwn i'r Aelod Portffolio ar Wasanaethau Oedolion gan y Cynghorydd Sir Huw Williams

A all yr Aelod Portffolio ar faterion Gofal Cymdeithasol Oedolion egluro pa wasanaeth penodol sy'n cael ei arwain gan angen a sbardunodd y cais llwyddiannus i'r Cabinet ar ddiwedd 2017 am gymorth ariannol ychwanegol?

Ateb

Ni dderbyniodd y Cabinet gais am gymorth ariannol ychwanegol yn y flwyddyn ariannol bresennol. Ni wnaed cais ychwaith i'r Gronfa Gofal Gwasanaethau Oedolion sy'n cynnwys £2.75m a grëwyd i ddarparu cymorth ychwanegol yn erbyn achos busnes yn y flwyddyn ariannol bresennol, er bod achos wrthi'n cael ei baratoi i ofyn am £321k o'r gronfa hon yn ystod y flwyddyn, am y gost o baratoi ar gyfer ac ymateb i arolygiad Arolygiaeth Gofal Cymru o Wasanaethau Cymdeithasol i Oedolion.

Fel rhan o greu argymhelliad y Cabinet i'r Cyngor ar gyllideb 2018-19, mae'r Cabinet wedi ystyried pwysau o £9.4m y bydd y gwasanaeth yn eu hwynebu yn y flwyddyn i ddod, ac fel y bydd aelodau eisoes yn ymwybodol, mae'r gyllideb sydd i'w hargymell yn cynnwys ymgodiad o £6.8m i reoli rhan o'r pwysau hynny; a'r gweddill i gael ei gwrdd gan y gwasanaeth allan o'r adnoddau presennol. Yn ogystal, gofynnwyd i'r gwasanaeth wneud arbedion effeithlonrwydd o £1.4m yn ystod y flwyddyn ariannol. Caiff ei gydnabod bod peth risg ynghlwm â'r dull hwn. Bydd rhan fawr o'r ymgodiad arfaethedig unwaith eto'n cael ei ddal yn ôl fel arian wrth gefn, a'i ryddhau ond yn erbyn achos busnes.

Mewn ymateb i gwestiwn ychwanegol y Cynghorydd Williams ynghylch a oedd adroddiad arolygiad anffafriol i'w ddisgwyl ar y Gwasanaethau Oedolion, dywedodd yr Aelod Portffolio nad oedd am fentro barn ond bod y gwasanaeth wedi paratoi'n dda am yr arolygiad.

17.12. Cwestiwn i'r Cynghorydd Sir Emily Durrant, Aelod o Awdurdod Parc Cenedlaethol Bannau Brycheiniog, gan y Cynghorydd Sir William Powell

O ystyried yr Adolygiad diweddar a hysbysebwyd o Gynllun Datblygu Lleol Awdurdod Parc Cenedlaethol Bannau Brycheiniog (2007 - 2022), sut y bydd Aelodau'r Parc Cenedlaethol yn sicrhau bod yr Awdurdod yn ymgysylltu'n rhagweithiol â'i gymunedau cyfansoddol a'u cynrychiolwyr Cynghorau Sir, Tref a Chymuned, i wella effeithiolrwydd ac eglurder y broses?

Yn enwedig, sut y bydd Awdurdod Parc Cenedlaethol Bannau Brycheiniog yn sicrhau bod adolygiad y CDLI yn seiliedig ar egwyddorion datblygu cynaliadwy ac yn ystyried sut y gellir cyflawni dyraniadau tai a digonolrwydd dyraniadau cyflogaeth a safleoedd defnydd cymysg, i ddiwallu dyheadau ac anghenion y gymuned leol, yn ogystal â blaenoriaethau polisi trosfwaol Llywodraeth Cymru?

Ateb

Diolch yn fawr am y cwestiwn hwn ac am roi cyfle i mi dynnu sylw'r Aelodau a'r cyhoedd at y broses ymgynghori.

Ar hyn o bryd mae Awdurdod Parc Cenedlaethol Bannau Brycheiniog ar ddechrau'r broses o ddatblygu'r Adroddiad ar ei Adolygiad felly mae cwestiynau am fanylion unrhyw gynllun newydd yn gynamserol ar y funud. Unwaith y bydd yr Awdurdod wedi drafftio'r Adroddiad, bydd yn ymgynghori â'r cyhoedd arno am gyfnod o wyth wythnos.

Bydd angen i'r Awdurdod ymgynghori â'i randdeiliaid a'i gymunedau ar wahanol adegau drwy broses yr Adolygiad, ac fel unrhyw Awdurdod Cynllunio Lleol arall bydd angen iddo fodloni'r 'profion cadernid' sy'n ofynnol ym Mholisi Cynllunio Cymru ac yn Llawlyfr Llywodraeth Cymru ar Gynlluniau Datblygu Lleol. Er mwyn hwylustod cyfeirio, y rhain yw:

- Prawf 1: Ydy'r cynllun yn cyd-fynd? (h.y. yn gyson â chynlluniau eraill?)
- Prawf 2: Ydy'r cynllun yn briodol? (h.y. yn briodol i'r ardal yng ngoleuni'r dystiolaeth?)
- Prawf 3: A fydd y cynllun yn cyflawni? (h.y. yn debygol o fod yn effeithiol?)

Rwyf yn barod iawn i ddiweddarau'r Aelodau wrth i'r ymgynghoriad fynd yn ei flaen os ydynt yn dymuno.

Nid oedd unrhyw gwestiwn ychwanegol.

17.13. Cwestiwn i'r Aelod Portffolio ar Wasanaethau Plant, Ieuenctid, Llyfrgelloedd a Hamdden gan y Cynghorydd Sir Gareth Morgan

Mae penderfyniad diweddar y Cabinet i gau Canolfan Addysg Awyr Agored Penffordd-las wedi achosi tipyn o bryder ledled Powys. A all yr aelod portffolio cadarnhau bod ymgynghoriad cyhoeddus llawn (yn cynnwys gydag ysgolion Powys) ynghyd ag Asesiad Effaith llawn wedi cael ei gynnal cyn bod yr eitem wedi dod o flaen y Cabinet am benderfyniad yn unol â gofynion y Ddeddf Cenedlaethau'r Dyfodol a Llesiant?

Ateb

Pan ystyriwyd yr opsiynau i wneud yr arbedion angenrheidiol o'r Gwasanaeth Hamdden yn y Strategaeth Ariannol Tymor Canolig, cytunodd y Cabinet blaenorol nad oedd angen ymgynghoriad cyhoeddus llawn ar gyfer Penffordd-las. Roedd y Gwasanaeth Ysgolion canolog yn cael ei ddiweddarau'n llawn ac yn rhan o drafodaethau'r Bwrdd Prosiect a datblygiadau drwy gydol y broses. Cafodd yr ysgolion hefyd eu diweddarau ar y datblygiadau, ond mae'n anffodus mai dim ond nifer fach o ysgolion ym Mhowys sy'n defnyddio canolfan Penffordd-las (a'r darlun yn un tebyg ers blynyddoedd lawer, gyda nifer yn defnyddio gwasanaethau y tu allan i'r sir), felly ystyriwyd bod yr effaith yn fach i gymedrol. Cafodd asesiad o effaith llawn ei gyflawni cyn cyflwyno'r adroddiad i'r Cabinet, gan gynnwys sylwadau gan amrywiaeth o wasanaethau.

Nid oedd unrhyw gwestiwn ychwanegol.

17.14. Cwestiwn i'r Aelod Portffolio ar Faterion Eiddo a Gwastraff gan y Cynghorydd Sir William Powell

Gyda'r gwaith bron a dod i ben ar Ysgol ardal y Mynydd Du gyda llyfrgell/cyfleusterau cymunedol ar Heol y Gelli, Talgarth, bydd safleoedd ysgolion cyfredol Bronllys a Thalgarth yn dod yn segur cyn bo hir, yn ogystal â Llyfrgell Gangen Talgarth. Er y deallir y pwysigrwydd bod Cyngor Sir Powys yn dilyn protocol, ac yn osgoi unrhyw gamau byrbwyll, mae'n bwysig gwneud cynlluniau cynhwysfawr i ymgynghori ar y defnydd o'r safleoedd hyn yn y dyfodol, gan ystyried nid yn unig polisi'r Cyngor Sir ond hefyd teimladau cymunedol a dyheadau lleol.

Mae hyn yn arbennig o bwysig yng nghyd-destun asedau Talgarth, gan eu bod yn fwy eang ac yn syrthio o fewn cyfundrefn cynllunio Parc Cenedlaethol Bannau Brycheiniog, yn cynnwys: yr hen Ganolfan Ieuencid a Chymunedol, yr Ysgol Gynradd bresennol, Caban Cadlanciau'r Fyddin, y Llyfrgell a'r Cae Ysgol sy'n cael ei werthfawrogi'n fawr yn lleol.

O ystyried lefel y diddordeb a phryder yn lleol am y safleoedd allweddol hyn, a fydd yr Aelod Cabinet yn cysylltu â'i gydweithwyr portffolio perthnasol a minnau fel yr Aelod Lleol i drefnu cyfarfod i drafod yn agored a thryloyw, dyfodol yr asedau hyn yng nghalon y dref?

O gofio profiad hanesyddol yn lleol o esgeuluso hen Ysbyty Canolbarth Cymru, a'r diffygion yn gysylltiedig â gwaredu'r safle hwnnw, mae'n hanfodol ein bod yn mabwysiadu dull agored a rhagweithiol ac un a fydd yn cynnwys Cyngor Tref Talgarth, rhanddeiliaid lleol a Pharc Cenedlaethol Bannau Brycheiniog.

Ateb

Byddwn yn fodlon cae cyfarfod â chi i glywed unrhyw adborth sydd gennych ar ddyfodol yr asedau yn Nhalgarth. Wrth gwrs bydd angen i unrhyw benderfyniadau terfynol gael eu gwneud ar ôl derbyn cyngor proffesiynol ac yn unol â'n polisiâu ni ac amcanion y Cyngor.

Nid oedd unrhyw gwestiwn ychwanegol.

17.15. Cwestiwn i'r Arweinydd gan y Cynghorydd Sir James Gibson-Watt

O ystyried y digwyddiadau diweddar yn gysylltiedig â chwymp Carillion, a all yr Arweinydd sicrhau ni bod yr holl gytundebau allanol a roddir gan y Cyngor Sir wedi'u geirio lle bod achosion lle defnyddir isgcontractwyr lleol gan y prif gcontractwr bod y telerau talu heb fod yn fwy na 30 diwrnod a hefyd a allith hi amlinellu pa fesurau sydd gan Gyngor Sir Powys yn ei le er mwyn sicrhau bod taliadau o'r fath yn cael eu gwneud mewn dull amserol? A yw hi'n gallu ein sicrhau ymhellach na fydd y Cyngor Sir yn dioddef unrhyw golledion uniongyrchol, un ai o ran contractau a ohiriwyd neu unrhyw golled ariannol wirioneddol o ganlyniad i Carillion yn cael ei roi yn nwylo'r gweinyddwyr?

Ateb

Mae'r Cyngor yn ddiweddar wedi mabwysiadu cymalau taliadau teg cenedlaethol gymeradwy ar gyfer contractau adeiladu'r Cyngor gan fwriadu eu gwneud yn orfodol ar draws y Cyngor ar gyfer pob contract priodol fel rhan o'r Strategaeth Cyrchu'n Lleol (Gweledigaeth 2025). Mae hyn yn cynnwys telerau talu pob anfoneb o fewn 30 diwrnod.

Yn amlwg mae cwmp Carillion wedi cael effaith andwyol fawr iawn ar nifer o gontractwyr ac isgontractwyr a bydd uned Gomisiynu a Chaffael y Cyngor yn monitro'n ofalus yr holl gyngor a chanllawiau a ddaw allan o'r gwersi a ddysgir o fethiant y cwmni gan sicrhau y cymerir pob cam rhesymol i ddiogelu isgontractwyr yn y dyfodol.

Ni fyddai'n ymarferol, heb adnoddau ychwanegol sylweddol, monitro a gwirio'r holl daliadau a wneir i isgontractwyr gan brif gontractwyr, ac nid oes cynlluniau i wneud hyn ar hyn o bryd. Fodd bynnag, lle mae isgontractwyr yn codi pryderon gyda'r Cyngor Sir am dalu'n hwyr, rydym yn ymchwilio iddynt. Gofynnwyd i bob gwasanaeth adolygu eu contractau ac unrhyw gysylltiad i risg bosib o ganlyniad i fethiant Carillion. Mae'r asesiadau hyd yma'n awgrymu bod gan y Cyngor risg isel iawn o gysylltiad ac ni ddisgwylir y bydd y Cyngor Sir yn dioddef unrhyw golledion uniongyrchol o ganlyniad i fethiant cwmni Carillion.

Nid oedd unrhyw gwestiwn ychwanegol.

18. CYFLWYNIAD GAN CHWARAEON POWYS

Gohiriwyd yr eitem hon i'w thrafod mewn cyfarfod yn y dyfodol.

Y Cyngorydd Sir D E Davies (Cadeirydd)

CYNGOR SIR POWYS COUNTY COUNCIL**22 February 2018****REPORT AUTHOR: Finance Scrutiny Panel****SUBJECT: Budget Proposals 2018/19**

REPORT FOR: Information

1. The Finance Scrutiny Panel has endeavoured to fulfil its scrutiny role in reviewing the 2018/19 budget proposals and the implications of that budget going forward. In previous years, the Panel has commented to Cabinet to inform their discussions but, due to the lateness of the proposals, are reporting direct to County Council.
2. The Panel have had discussions with three Portfolio Holders (two others had been invited but were unable to attend) regarding their individual areas in addition to the Portfolio Holder for Finance, who has been a regular contributor to our meetings. It has also met with finance officers. However the Panel have been frustrated by the lack of information on the budget until late in January which has compromised our ability to provide effective scrutiny. We also note comments in The Chartered Institute of Public Finance & Accountancy (CIPFA) report on the budget. Particular emphasis must however be placed on part 1.3 of their report where it highlights that in the time available they were not able to test the accuracy of the numbers nor to validate how well the various processes operate in practice.
3. We wish to make the following key points as at 8 February 2018;
 - 3.1 As a matter of principle, and in no way reflecting upon current post holder, we question whether there is a potential for a conflict of interest between the preparation of the budget and Section 151 Officer. We welcome the independent review that has been carried out by CIPFA and acknowledge that this may mitigate some of our concern.
 - 3.2 We note however that CIPFA report they had insufficient time to monitor the accuracy of figures or how processes operate in practice – their review was reliant upon documents provided to them in December using data now out of date.
 - 3.3 The Panel were alarmed that the potential budget deficit in 2019/20 had increased from the £14m reported to £17M within a very short period of time and that this was reported to a Members' seminar rather than the Panel. This sudden increase does raise concerns about the overall accuracy of the budget.
 - 3.4 The Panel continues to support the wish for a five year budget plan but note that details are sparse in later years. This lack of detail poses a substantial risk to the delivery of savings going forward and the

- Council's new vision given the huge savings necessary. The Panel has previously raised concerns about the robustness of the previous three year's budget and the MTFS due to changes in policy direction.
- 3.5 Impact Assessments are an essential tool and these, too, were late in being available to us for scrutiny.
 - 3.6 We are concerned that an appraisal of Impact Assessments suggests there is a risk of a savings shortfall of £2.7M and the Panel would have liked the opportunity to question Portfolio Holders and Heads of Service regarding the deliverability of these savings. For example, one Impact Assessment identifies savings of £1.2M but recommends that £1M should be re-profiled or deferred – however the £1.2M target remains in the budget.
 - 3.7 There is a lack of alternative plans in those areas where savings are unlikely to be achieved
 - 3.8 No Impact Assessments have been provided for Children's Services
 - 3.9 The Panel are concerned regarding the additional expenditure on Adult's and Children's Services and require clarity on what is to be a one off cost and what is to be included in base budgets. In these areas a business plan now exists for the increased spend however, the Panel believes that there needs to be an appraisal of the total budget and not just rolling forward of last year's budget as the norm. The spend in these areas is probably unsustainable against the total Council budget and puts other directorates at financial risk.
 - 3.10 The budget is based upon the existing Medium Term Financial Statement (MTFS) and we recognise that this needs to be completely rewritten in light of the Cabinet's 2025 Vision and changes of direction following the new Cabinet's decisions. Whilst we note the development of a new MTFS there has been insufficient time available for us to provide adequate scrutiny of the document.
 - 3.11 The Finance Resource Model (FRM) indicates that the cumulative deficit could reach £37m by 2022/23. It also indicates that transformational change will result in significant savings – there is no detail on transformation and this has been recognised by CIPFA in their review at 6.4, 6.5 and 6.6. The Panel agrees with CIPFA in its comments about the seriousness of this situation and to date no known plans are in place to find the required level of savings. This is a huge risk to the financial viability of the Council.
 - 3.12 It is difficult to see how the required level of savings and the transformation needed can be delivered in the short time remaining. The Panel points out that the present administration will need to address this as a matter of urgency. This should have commenced many months ago. It is inappropriate to blame previous administrations and this administration must show the political will to transform.
 - 3.13 Transformation will also have cost implications and there is no indication of what this cost might be.
 - 3.14 The 2018/19 budget has been balanced by the use of one off inputs and technical accounting practices and the Panel highlight that this position is not sustainable, as does CIPFA.
 - 3.15 The Audit Committee have recently been informed that the Wales Audit Office (WAO) are still considering proposals regarding the Council's

- wish to backdate an amendment to the Minimum Revenue Provision (MRP) policy. There are serious concerns that this would affect £20M of savings factored into the budget plan. The use of backdated MRP will result in additional pressures to the budget of £4M in 2021/22.
- 3.16 Accuracy in proposals is essential – the proposed three year budget plan failed in its first year and it appears that the five year budget plan is already struggling
 - 3.17 The Panel question whether we have sufficient expertise available to address future budgets, but note that there also needs to be the political will to carry out an agreed budget
 - 3.18 Savings of £4M for 2018/19 have been identified as high risk – based on history and the lack of scrutiny, the Panel are concerned that this is a significant risk
 - 3.19 We have previously commented on the level of Council Tax increase and reiterate that the level of Council Tax should reflect the average wage. 30% of our residents earn below the living wage and Powys County Council remains one of the highest self-funders. A recent press release suggested that for every 1% the Welsh Government reduced the settlement, Council Tax would have to rise by 2.4%. The reduction in the settlement amounted to 0.4% and yet Council Tax is expected to rise by 5% which is considerably higher than expected although the Panel recognise this may be in part due to pressures in Children's Services highlighted in the Inspection.
 - 3.20 The Panel have concerns at the level of additional funding for Children's Services when the service was already well funded in comparison to other Welsh authorities. Additional funding is invariably provided for failing services but more emphasis must be placed on addressing management failures and financial management. In order to understand and fix the problems more information is required on what caused the failure.
 - 3.21 The use of capital receipts to fund transformational revenue expenditure has been permitted for a further three years. Capital receipts are dependent on disposal of assets and the capital programme submitted to Cabinet lacks a disposal programme to take full advantage of this. Consideration should be given to reviewing our assets, including the County Farms Estate, and a review of the recent Cabinet decision to suspend further farm disposals.
 - 3.22 The Panel would be concerned if Reserves were to fall below the recommended 3% and would wish to see an adequate level of reserves maintained. As highlighted above, there is significant concern regarding the achievability of some savings and the additional pressures this will bring to the budget.
 - 3.23 The Panel would wish to see individual reporting of schools reserves rather than the conglomerate figure provided which would highlight individual school's pressures. Every school must balance its budget. We now understand that of 13 high schools, 11 are expected to be overspent by year end, which places another risk on the Authority. Without mitigation measures school deficits are likely to be £5.4M by the end of 2019/20.

- 3.24 It is considered that there are structural problems with school funding and the Funding Formula is not fit for purpose. The revision of the Funding Formula must be progressed and it is believed that the fundamental review due to take place over the next year may be too late.
- 3.25 Whilst the emphasis is currently on Children's and Adults Services, the Panel believe the structure of education is being overshadowed. The Panel are of the opinion that there are presently many schools that are not economically sustainable and that the will to address this is lacking. The lack of proactive and immediate transformation in schools presents a major risk to the Authority.

Conclusion

1. In conclusion it is noted that whilst the Authority concentrates on one area, other areas can decline. A holistic approach is needed, and not a knee jerk reaction to a crisis. If the Authority is to be sustainable, transformation must occur. The future of the Authority is heavily reliant on transformation in the next 12 months and the backdating of the MRP policy which is thought to be a significant risk.
2. The Panel welcomes the ongoing move to a five year budget strategy but the lack of detail is worrying given the level of transformation that is required.
3. The Panel also welcomes the CIPFA report which highlights the serious risks to the Council. It is important that they receive more accurate information and that the Cabinet acts upon their work.
4. Whilst we welcome the Member Seminars on the budget, details must be sent out in advance to allow Members to consider the detail. Sufficient time should also be allowed at such Seminars for Members to question the details provided.
5. The Panel are concerned by the lateness of the budget proposals being made available. It gives no time for adequate scrutiny to influence the final budget. With the increased pressures on the budget the Panel believes that it should be given more opportunity to comment on the emerging budget at a much earlier stage. The Panel has therefore not been able to adequately scrutinise the budget and its implications and Members should note this.
6. We have commented on whether there is sufficient political will to drive through transformation, but increased engagement by Members at an earlier stage would improve the process. We must continue to work together to ensure transformation can be delivered. The Finance Scrutiny Panel and other scrutiny committee's must be seen as partners to support the budget process and transformation of the Authority.

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Background Papers used to prepare Report:

Budget Seminar presentations – Cabinet and Council

Notes of meetings of the Finance Scrutiny Panel

Finance Scrutiny Panel: County Councillors J G Morris (Lead Member), M Barnes, M Dorrance, J Gibson-Watt, H Hulme, P Roberts, D A Thomas, E Vaughan, A Williams, G Williams and Mr J Brautigam

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CYNGOR SIR POWYS COUNTY COUNCIL.

COUNTY COUNCIL

22nd February 2018

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Budget for 2018-19, Medium Term Financial Strategy 2018-2023 and Capital Programme for 2018-2023

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 2018 with provisional proposals for the next 4 years to 31st March 2023. 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 2018/19. There is no requirement to set out a balanced position beyond the next year but the five year strategy has been developed to enable longer term planning and transformation.
- 1.3 As in previous years the Council continues to respond to the major financial challenge it is experiencing. The 2018/19 financial settlement from the Welsh Government saw a decrease of 0.4% compared with 2017/18 meaning a reduction in funding of £0.679m. In addition service and other pressures, together with the need for improvement within Children Services has added to the financial challenge the Council faces. As a result in addition to the significant savings originally identified within the existing MTFS other sources of funding have been drawn upon to limit the impact on services in the short term. The 2018/19 budget contains considerable investment in Childrens and Adults Services. This has created a pressure in future years (2019/20 onwards) as a result of the change to the existing MTFS.
- 1.4 The budget for 2018/19 includes investment and service pressures of £22.350m and in order to produce a balanced budget savings of £8.586m together with other strategies have been identified and included in the plan.
- 1.5 Powys along with 9 other Authorities saw a reduced level of funding, with Powys ranking 19th of the 22. The remaining 13 authorities had an increase in funding with the average being an increase of 0.2%. This position has yet again been helped by the application of a 'top up' minimising the level of reduction at 0.5%, 3 authorities benefitted from this. In the past 4 years Powys has seen its allocation increased by this mechanism but this has not been necessary this year due in part to the changes implemented in the formula through the implementation of the social services sparsity allowance.
- 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 social services sparsity allowance was introduced in recognition of this and it has provided Powys with an additional £3m, implemented over the 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 individual 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 In addition an Independent Assessment of the whole budget proposal has been undertaken to provide the Council with an independent view of the robustness of the plan.
- 1.10 The financial planning process continues to develop and has been developed alongside the Corporate Improvement Plan and the 2025 Vision 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.
- 1.11 The second year of the plan represents a significant challenge for the Council. It is clear that the Council in its current form is no longer affordable and significant transformational change is required to deliver a council which can operate within the funding available to it. A fundamental review of how the Council delivers its services and what it can continue to deliver is underway and will be developed over the next six months in order to maintain a balanced budget for the remaining years of the plan.

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 Office for Budget Responsibility has confirmed the UK economy has slowed markedly and its growth forecasts have again been revised downwards. Public Sector net borrowing continues to fall but at a slower rate than originally forecast, by 2022-23 it is projected to reach its lowest level in 20 years.
- 2.2 The Autumn Statement set out plans to increase the Welsh Government's budget by £1.2 billion and build an economy that is fit for the future. This includes approximately £1bn of additional capital funding for Wales between 2017/18 and 2020/21 but more than half of this must be repaid to the UK Treasury. The remaining £200m will be available for the day to day running of services.
- 2.3 The Welsh Local Government finance settlement has had a slight increase in revenue funding, however, local government spending pressures will total around £212m in 2018/19 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will remain particularly tough for councils.
- 2.4 The local context affecting our funding and demand for services is well recognised, 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.

- 2.5 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.
- 2.6 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.
- 2.7 The Council fully accepted the findings in the Care and Social Services Inspectorate Wales (CSSIW) Inspection report published on the 17th October and the subsequent warning notice issued by Welsh Government. It quickly acknowledged the need for urgent and sustained change which will demonstrate our genuine commitment to safeguarding children in Powys. The budget proposed includes significant investment for both Children's and Adult's services, this demonstrates the priority that these services have had in our decision making about resource allocation. However, it should be noted that the late and required changes to the existing balanced budget have had a significant impact on the future years' position. This represents a significant potential risk to the council with an estimated £17m savings needed in 2019/20.

3 Welsh Government Settlement

- 3.1 The Final Settlement was received on the 20th December 2017. The Aggregate External Finance (AEF) figure was £174.026m which was a 0.4% or £0.679m 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 £1,319 of funding per capita, compared to the Wales average of £1,348.
- 3.2 Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in the table below.

	Wales	Powys	Wales	Powys	Wales	Powys	Powys
Dataset¹	2017-18 Final	2017-18 Final	2018-19 Provisional	2018-19 Final	% Difference	% Difference	Rank
Population projections	3,116,371	132,116	3,125,332	131,922	0.3%	-0.1%	22
Pupil Numbers - Nursery and Primary	261,391	9,949	263,464	9,840	0.8%	-1.1%	21
Pupil Numbers - Secondary in year groups 7-11	156,986	6,328	157,260	6,315	0.2%	-0.2%	14
Free School Meals - Primary	46,265	998	45,137	1,065	-2.4%	6.7%	1
Free School Meals - Secondary	27,055	638	26,298	640	-2.8%	0.3%	7

Children in out of work families	133,400	3,100	129,400	3,000	-3.0%	-3.2%	12
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	106,468	2,366	90,588	1,886	-14.9%	-20.3%	22
IS/ JSA/ PC claimants - 65+	121,761	4,908	115,720	4,684	-5.0%	-4.6%	5
IS/ JSA/ PC/UC (not in employment) claimants - all ages	228,789	7,291	206,818	6,584	-9.6%	-9.7%	14
SDA/DLA/PIP claimants - 18 to 64	145,035	4,556	145,526	4,538	0.3%	-0.4%	13

- 3.3 The number of pupils in Nursery and Primary Schools in Powys have reduced and Powys was ranked 21st of all authorities. Pupil numbers reduced by 109. The number of pupils in Secondary Schools in Powys has reduced by 13 and Powys was ranked 14th.
- 3.4 Powys has seen a continued decline in pupil numbers over the last ten years and although numbers are stabilising they are not going to recover to their former levels. Even if maintained at their current levels, the increase in numbers elsewhere in Wales will potentially mean we have less funding in our future settlements.
- 3.5 Free School Meals in Powys has increased in both Primary and Secondary sectors, by 6.7% and 0.3% respectively. Powys's increase in the Primary Sector was the most significant in Wales.
- 3.6 Five grants were transferred into the Revenue Support Grant (RSG):
- ❖ Welsh Independent Living Grant £1.262m
 - ❖ Social Care Workforce Grant £769k
 - ❖ Looked After Children £243k
 - ❖ Carers' Respite Care Grant £121k
 - ❖ Waste element of the Single Revenue Grant £2.005m
- 3.7 The Single Environment Grant has been reduced by £41m across Wales with £35m of the Waste Budget Element transferring in the RSG, the impact for Powys is included in the section above. The impact of the remaining reduction has been recognised as a pressure for the service and is therefore included in the Financial Resources Model (FRM).
- 3.8 Welsh Government have reduced the Education Improvement Grant (inclusive of Foundation Phase) by £15m in 2018/19. This grant is allocated on a regional basis and as yet we do not understand which elements of grant are affected by this reduction and how it will impact on Powys' Schools, but have recognised this pressure within the plan.
- 3.9 The final settlement includes a further £7 million to support the increase to the capital limit in charging for residential care to £40,000 commencing from April 2018. Powys has received £352k of this funding to manage the shortfall in revenue this creates.
- 3.10 Alongside the settlement a further £600k is to be made available by Welsh Government to support local government to eliminate charging for child burials, but this will be provided in the form of a specific grant.
- 3.11 Welsh Government expect Authorities to take account of the full range of sources of funding available to them, as well as the pressures they face, in setting next year's council tax.

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 using an online budget simulator tool. The savings targets subsequently agreed by the Cabinet and ratified by Full Council have then led to service managers needing to develop more detailed proposals which have, in the main, gone out for public consultation. This has created a further opportunity for affected residents to influence service delivery by attending drop-in engagement sessions, public meetings, organised workshops or completing online/paper surveys to have their say.
- 4.2 The views of residents have been sought and received in a number of ways including:
- The Powys Budget Simulator
 - Specific Service Type Consultations
 - Legislative Consultations

Conclusions

- 4.3 There were various consultation exercises conducted during the past financial year on how to achieve budget savings for specific services like library and youth service and the highways, transport and recycling service. Views were also sought on how best to sustain the county's rights of way network and how and what people wanted to see happen with regard to legislation around Active Travel for 11 towns in Powys. Secondary school pupils were engaged at a special conference in November on the Well-being of Future Generations Act. Residents and community groups were also invited to have their say on their own well-being and the Act in both February and July last year so as to contribute to the final draft Well-being Plan. Views on the business rates and plans for a new cemetery in Machynlleth have also taken place and at the time of writing we are consulting on the long term vision for Powys schools.

Key Conclusions from the Simulator Exercise and other exercises

- 4.4 The key conclusions drawn from the two simulator exercises conducted over the past two years are that residents are reluctant to see the services that provide for the more vulnerable in our society being cut. There was little appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and services that provide for people with learning disabilities also received less support followed by changes to our waste and recycling service.
- 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 were frustrated that council tax was increasing when they knew we were decreasing the level of service provision across a number of areas due to budget constraints. These views are supported by the social media comments received via the corporate Facebook and Twitter pages and also via the evidence captured via the last Residents Satisfaction Survey conducted in 2015 where satisfaction with the services that we provide overall as a council has decreased over the past five years.* All feedback from consultation and engagement exercises allow officers and members to hear and understand more about residents' views on service delivery and help the decision making process.

*Source – Residents Satisfaction Survey

Members Seminars

- 4.8 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 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 are provided with the Impact Assessments for each of the proposals and the feedback from the consultation exercises carried out.

Finance Scrutiny Panel

- 4.9 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 and have been updated on the process and the proposals as they have developed.

5 Proposal – Revenue Budget 2018/19

- 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 2018/19 is £247.215m. This includes the delegated schools' budget
- 5.3 The budget is underpinned by the revenue settlement received from WG which funds 70.4% 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 5%, however this is not subject to approval as part of this report, as this is a matter for full council determination. However the report recommends the level of Council Tax to be included in the budget that goes to full Council on 22nd February 2018 with Council Tax setting being considered by a separate full Council on the 7th March 2018.
- 5.5 Should this level of increase be changed the financial impact will be as follows:-
- 0.25% change £175k
 - 0.50% change £350k
 - 1.00% change £699k
- 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 2025 Vision 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 This year's budget planning has been strengthened with the development of individual directorate and service FRMs which detail and capture all of the financial implications affecting the service. These documents enable the directorates to consider, develop and

manage their own service financial strategies as well as informing the development of the overarching Council budget.

- 5.8 The FRM shows a balanced budget for 2018/19 and is attached as Appendix 2. The specific details of the assumptions and items included are provided in the sections below.
- 5.9 Inflationary pressures and the impact of Local Government Pay settlement have been considered across services and £1.902m has been provided to assist in meeting these additional costs, the majority of this funding provides for the proposed Local Government pay award.
- 5.10 A number of grants have transferred into RSG totalling £4.4m, as detailed in section 3.6. The budget proposes the passing of these funds to the services in order to maintain current service provision.
- 5.11 New responsibilities are required of the council and these are reflected with investment of £0.207m to provide additional resources to local authorities to assist in the delivery of Part II of the Housing (Wales) Act 2014, the prevention of homelessness; and £0.353m to support the increase to the capital limit for charging for residential care to £40,000 commencing from April 2018.
- 5.12 The proposal identifies and includes investment and service pressures of £22.3m, this demonstrates that the budget takes a balanced approach. The more significant items are summarised as follows:
- The actuarial revaluation of the pension fund in March 2017 required an increase in the Employers contribution rate, this increase has been phased in over a 3 year period with an additional £750k per annum (2018/19 is year 2).
 - 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. Mid and West Wales Fire and Rescue authority have increased the annual levy by 2.7%. This means the Powys County Council budget has to meet an additional unfunded pressure of £179k because of Mid and West Fire Service's decision.
 - Cabinet continue to support additional funding for schools with a further £1m included for allocation via the formula. In addition there is further investment for the rising cost of Home to School Transport, £0.250m for out of county placements, £0.050m for Early Years provision, support for dual stream provision £0.250m and £0.100m to prepare and support schools with the new data protection regulations.
 - Welsh Government have reduced the Education Improvement Grant (inclusive of Foundation Phase) by £15m in 2018/19, as this grant is allocated on a regional basis it is not yet clear how this will impact on Powys Schools. An amount of £0.605m has been set aside within the budget proposal to support this reduction but we await further information before considering how this funding will be allocated.

- Investment in our IT infrastructure is essential to maintain systems that are up to date and secure, £0.730m is included in the revenue budget to undertake essential upgrade work and the renewal of licences.
- Welsh Government has maintained the funding level within the Revenue Support Grant with regard to the Council Tax Reduction scheme, however our expenditure currently exceeds the level of budget allocated for this. £0.220m is included to meet this shortfall.
- Grant reductions in the Single Revenue Waste grant and the 16-18 Young Person Travel Grant would reduce the Councils ability to deliver current provision for these services, the budget provides Highways Transport and Waste with £0.490m revenue budget to maintain this provision.

Childrens and Adults Services

- 5.13 The Council needs to set a budget to manage the current pattern of social services and deliver required improvement while ensuring that the process of service change is clearer and more urgent so that a sustainable budget can be achieved as soon as possible. Investment for Adults and Childrens services is included at £6.5m and £6.2m respectively.
- 5.14 The significant investment in both Childrens and Adult Services recognises the commitment to deliver improved services and also provides for increasing demand and rising third party costs.
- 5.14 The funding supports our plans which include emergency and longer-term actions to ensure that we can keep people safe and meet their needs more effectively. Work will focus on: fieldwork recruitment and retention; higher professional standards and salary progression; statements about new service models and what do good services look like; proposals for reshaping services to make them sustainable and deliver good outcomes.
- 5.15 We have to provide a different approach to managing resources in social services (prudent social care) in respect of patterns of spend, good fieldwork and management practice and improved management of risk (e.g. Signs of Safety). This needs to be an approach which can be understood and acted upon at all levels within the council and in collaboration with key stakeholders. This can be done only on the basis of credible plans for improving children's services and adult services.
- 5.16 In line with this principle Cabinet have therefore proposed that additional funding is only released when there is an evidence base to support it. Where financial pressures have already been realised base budget will be allocated to support these. The remaining funds will be earmarked for the service and released upon the submission of robust business case and subject to approval by the 151 Officer, and the Portfolio Holders for Finance and Adult Social Care.
- 5.17 If the level of support is not demonstrated to be required the funding will be subject to further consideration by Cabinet as part of the ongoing financial plan.

- 5.18 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.
- 5.19 The level of investment to support the rising pressures and improvement within our Social Services is a significant challenge to our financial planning. It is recognised that we can no longer afford to maintain the Council in its current form. A significant corporate transformational approach is required to meet this challenge and deliver a balanced budget over the medium term.
- 5.20 This proposal provides a balanced budget for 2018/19 and includes further reductions in expenditure through efficiencies and some changes to service provision, but is also supported by other one-off sources of funding and the use of some reserves.
- 5.21 Reductions in expenditure through savings of £8.586m are required. Service proposals have been included in the budget plan and are provided in detail in Appendix 3.
- 5.22 Many of the proposals have already commenced following approval in last year's budget.
- 5.23 The proposals include:-
- Continue to deliver efficiencies through process change
 - 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.
 - Withdrawal of support from independent tourist associations and close Brecon TIC.
 - Highways, Transport and Waste Transformation Programme.
 - 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.
 - 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 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.

5.24 In addition to these savings a change to the Minimum Revenue Provision (MRP) policy has been implemented. This approach provides a more prudent approach whilst generating annual revenue savings.

5.25 The retrospective recalculation of MRP liability releases non recurrent savings of £19.988m over a phased period by a reduction in the MRP charge over the next four years.

- 2017/18 £4m
- 2018/19 £5m
- 2019/20 £5m
- 2020/21 £5m
- 2021/22 £0.988m

5.26 The reduced MRP charge for the aforementioned years can be used to support services. But in 2021/22 the Authority's FRM reflects the financial impact of the additional pressure as the MRP charge increases to the normal level.

6.0 **Reserves**

6.1 The Reserves Policy (Appendix 8) 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 2017/18 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 at year end. This is based on the position as at 31st December 2017.

Summary	Opening Balance (1st April 17) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 18) Surplus/ (Deficit)	2018-19 Forecast Addition / (Use) of Reserves	Projected Balance (31st March 19) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000	£'000	
General Fund	8,585	(679)	0	7,906	0	7,906
Budget Management Reserve	3,484	100	0	3,584	0	3,584
21st Century Schools Reserve	6,297	(1,297)	0	5,000	(5,000)	0
Adult Services Reserve	2,750	(750)	0	2,000	(2,000)	0
Other Ringfenced & Specific Reserves	15,895	(6,442)	0	9,453	13	9,466
Schools Delegated Reserves	(8)	(2,001)	(67)	(2,076)	(768)	(2,844)
Housing Revenue Account	1,761	(82)	143	1,822	16	1,838
Total Revenue Reserves	38,764	(11,151)	76	27,689	(7,739)	19,950

- 6.4 A risk based assessment has been carried out to review the level of reserves held and to assess if this level is appropriate when tested against the budget proposals. The strategy identified in last year's budget to replenish these reserves has been subject to review as part of the process and the further replenishment of the General Fund has not now been implemented in 2018/19.
- 6.5 For 2018/19 the Budget Management Reserve has been 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, the risk inherent in the budget and the significant challenge to balance the budget over the medium term.
- 6.6 The budget and MTFS to be approved at Council in February 2018 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 continue to fund School Severance Costs as staffing structures are reviewed to deliver curriculums within the funding available.
- 6.7 Reserves held in the Transport and Equipment Fund previously set aside to support the Capital Programme will continue to be used in 2018/19.
- 6.8 The 21st Century Schools Programme was initially developed with support from revenue reserves that had been set aside over a number of years, however, it is now proposed to redirect this reserve to support the revenue budget in 2018/19. This one off funding will reduce the need for further immediate savings, providing more time for the development of the transformational programme that needs to be implemented. The 21st Century Schools programme will now be supported by additional borrowing and this has been included in the FRM.
- 6.9 The Specific Reserve set aside in last year's budget to support Adult Social Care remains in place with only a minimal use expected during 2017/18, it is therefore proposed to draw on this reserve to partly fund the investment during 2018/19.
- 6.10 The use of these reserves will continually be reviewed particularly if alternative funding sources become available.
- 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 Income Generation

- 7.1 Income Generation continues to form a significant part of the Council's financial strategy, the revenue budget is supported by over £60m of generated income. The Income and Cost Improvement Policy approved in January 2016 forms the framework within which income is reviewed annually. The budget proposed for 2018/19 includes the increasing of fees and charges in line with inflation where permitted and where appropriate the principle of full cost recovery has been applied. This will generate at least an additional £0.400m to contribute to the budget. In line with policy the Fees and Charges register has been updated and it together with briefing paper is attached as Appendix 4 and 5.

8.0 Impact Assessment

- 8.1 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.
- 8.2 Impact Assessments have been undertaken for all budget proposals and these have informed and assisted the Cabinet in forming the proposed budget. (Appendix11)
- 8.3 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.

9.0 Proposal – Capital Budget 2018/19 to 2022/23

- 9.1 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.
- 9.2 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.
- 9.3 The Capital Strategy is attached as Appendix 6. The Strategy sets out the priorities for the next 5 years with the Capital Programme totalling £241.122m. This is a significant commitment. The Capital Programme is included in Appendix 6 in the Capital Strategy.
- 9.4 The Projects included in the Capital Programme include:-
- 21st Century Schools
 - Highways Asset Management Plan
 - Waste Management
 - Vehicle Replacement Programme
 - Community Regeneration and development
 - Office accommodation
 - Investment in our IT infrastructure
 - Disabled Facilities Grants
 - Community Equipment and Telecare
- 9.5 A further £46.138m 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 December 2018, but also includes funding for additional housing provision and Zero Carbon initiatives.

- 9.6 The Council's Capital budget for 2018/19 is proposed at £67.564m and in addition the Housing Revenue Account Capital Budget is proposed at £20.139m.
- 9.7 The FRM includes the funding of the capital programme for 2018/19 together with an increase in the following year's budgets to support the prudential borrowing requirements of the capital budget over the whole programme. The Programme is also supported by grant funding, reserves, and capital receipts.

10.0 Prudential Indicators

- 10.1 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 7. The tables include the 2016/17 actual figure, the original estimate and revised estimate for 2017/18, as well as the indicators for the next three years, up to 2020/21.
- 10.2 The key indicator of affordability is the estimate of the ratio of financing costs to net revenue stream (Table 1). The ratio of financing costs for the council fund is 4.93% in 2018/19 rising to 6.17% in 2020/21. The amount of HRA income required to pay for financing increases is 22.65% in 2018/19 rising to 21.01% in 2020/21.
- 10.3 The capital financing requirement (CFR) is shown at 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 has not yet been financed by capital receipts, capital grants or contributions from revenue.
- 10.4 The CFR is £278m in 2018/19 and will rise to £332m by the end of 2020/21, and £104m dropping to £102m for HRA debt. The level of external debt is lower than the CFR reflecting the current Treasury Management policy to internally borrow and when necessary borrow short.
- 10.5 The operational boundary (Table 4) and authorised limits for external debt (Table 3) both reflect the Treasury Management policy and are set at a level to be affordable and prudent.
- 10.6 Members are asked to note that the authorised limit for 2018/19 will be the statutory limit under Section 3(1) of the Local Government Act 2003. It is recommended that the level for the authorised limit is set at £400m.

11.0 Medium Term Financial Strategy

- 11.1 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% through to 2022/23.
- 11.2 For the first time Welsh Government had within the provisional settlement provided an indicative settlement for the following year of a further reduction of 1.5%. This includes the impact on the Welsh Government budget of the £3.5 billion unallocated cuts which the Chancellor of the Exchequer intends to impose in 2019-20. The indicative settlement

was not mentioned further within the final settlement papers but the improved Welsh Government settlement may help to mitigate this to some degree. In the absence of clarity our original assumption will be maintained.

- 11.3 Forecasting inflation includes a number of assumptions. It is assumed that the pay award will be at 2% for future years.
- 11.4 Council tax increases of 3.75% are currently included for the remainder of the plan.
- 11.5 Continuing increases in service demand and the commitment to provide additional funding to schools are key elements of the plan.
- 11.6 These factors will have a real terms cut in the Council's spending power and further savings have to be identified to produce a balanced budget.
- 11.7 The level of investment included in 2018/19 particularly to support the rising pressures and improvement within our Social Services is unprecedented and is a significant challenge to our financial planning. The use of one off sources of funding such as the adjustment to our minimum revenue provision eases the impact over a number of years but as this ceases it creates further pressure within our medium term plan.
- 11.8 It is recognised that we can no longer afford to maintain the Council in its current form.
- 11.9 In order to deliver a balanced budget over the medium term a significant corporate transformational approach is required, and required at pace. This will require some radical thinking, drawing on experience of other authorities and learning from others. We will have to reconsider the discretionary services we provide and review the levels of service we can afford to deliver for our statutory services.
- 11.10 The developing commissioning strategy for Social Services, will describe how we will align the finances in that area; what investment/reinvestment and disinvestment is required to reshape the service; and what outcomes will be achieved in the short, medium and long term, including savings. This work is key to the development of the Councils financial strategy.
- 11.11 We have already commenced this work and this will determine changes to our financial strategy as it develops. The Medium Term Financial Strategy will be updated as this work develops over the next few months.
- 11.12 On the current modelling transformational change is required to deliver reductions in expenditure of over £17m in 2019/20 with a further £20m over the following 3 years.

12.0 Timetable of Key dates

30 th January 2018	Cabinet agree Budget, Medium Term Financial Strategy, Capital Strategy and proposed Council Tax.
22 th February 2018	Council approve Budget, Medium Term Financial Strategy and Capital Strategy.
8 th March 2018	Council set Council Tax.

13.0 Longer Term Strategy

- 13.1 Central government remains committed to eliminating the budget deficit and this will affect the level of funding received by Welsh Government.
- 13.2 Welsh Government state that in order put us in the best place to prepare for more challenging times ahead, it is vital that they press ahead with their plans for local government reform, to provide the mechanisms to deliver systematic and mandatory regional working. This, along with the greater freedoms such as through making available to authorities the general power of competence, are essential for ensuring that local authorities continue to be financially sustainable and deliver effective and resilient services.
- 13.3 Working with wider public sector partners is also important. Local authorities have shown their ability to work with Local Health Boards through the Integrated Care Fund. Now authorities need to meet their statutory obligations in terms of pooling budgets for key services.
- 13.4 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 2025.
- 13.5 The scale of the budget reduction required 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.
- 13.6 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.
- 13.7 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.

14. Corporate Improvement Plan

- 14.1 The budget has been developed 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 and reflected in the council's budget.

15 Options Considered/Available

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

16. Preferred Choice and Reasons

16.1 The preferred choices are set out in this report.

17. Local Member(s)

Not applicable

18. Other Front Line Services

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

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

19.1 The Finance function have been an integral part of developing the budget proposal working closely with service managers to support the development of service and Directorate FRM's and the identification and assessment of savings proposals.

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

20. Corporate Communications

20.1 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.

21. Statutory Officers

21.1 The Head of Financial Services (Acting Section 151 Officer) comments as follows:

The Local Government Act 2003 requires an authority's Section 151 officer to give a formal opinion as to the robustness of the budget estimates and the level of reserves held by the Council. Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person in this case the Head of Financial Services as Acting 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 and increasing financial pressures, can be mitigated.

An independent assessment of the budget proposal was commissioned through the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide an independent review and assist in the assessment of how the Council has developed its budget proposals in line with the requirements of the Local Government Act 2003. The subsequent report provides assurance on the robustness of the estimates, highlighting the risks associated with its deliverability and the adequacy of the reserves allowed for in the budget proposals. The report is attached as (Appendix 9).

The report concludes that:

- The Council has appropriate procedures in place to set a robust budget for 2018/19. Notwithstanding this conclusion the budget has been balanced using

one-off accounting adjustments with the result that inherent budget pressures will be carried forward in the base budget for subsequent years;

- Based on our discussions with officers and Members we are satisfied that the Council is well aware of the difficult financial position that it is facing and that it will need to monitor the budget closely during 2018/19;
- We are also satisfied that the Council operates a sound system of budget monitoring during the financial year with monthly figures available on a timely basis. This enables corrective action to be taken in-year;
- There is a sound process in place for monitoring the level and use of reserves although, at the time of writing this report, further adjustments to reserves will be required at the year end.

The report's conclusion also highlights concern relating to the financial position for 2019/20 and beyond. Whilst recognising that the Council is taking positive steps to address the situation, there is concern that the savings are dependent on Transformational Change but there is no current definition of what that means; and given the time required to effect major change it is viewed as an area of high risk for the Council. This is the major challenge facing us in 2018.

This needs to be tackled with urgency to plan the necessary transformational change early in 2018 if solutions are to be implemented in time to affect spending decisions in the 2019/20 budget cycle.

A series of documents and policies 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 evident that given future pressure and the need to deliver savings the levels proposed in the budget and MTFS should not be reduced.

The current and projected financial position of our Schools continues to be a challenge, the additional funding included in the budget plan assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but ultimately represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.

The budget continues 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 not only to improve its Social Services provision but to manage the increasing demand for these services. The proposed increase in council tax will help mitigate the position but the Council must seek other opportunities to identify alternative sources of funding.

The proposed budget presents a balanced position for 2018/19 but the 2019/20 position identifies a significant gap between the anticipated funding and expenditure. It is essential that the Council defines and strengthens its transformation programme to radically remodel services and identify the savings opportunities to ensure balanced budgets are set in future years and does this at pace.

Taking all of the above into account the Section 151 Officer concludes the estimates used in the budget proposal for 2018/19 are adequately robust but significant risk remains. Based on the assessment of reserves (including the proposed use of reserves within the plan) the overall level is adequate but at the lower end of acceptability given the scale of savings required in the future.

21.2 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.

22. Members' Interests

22.1 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 2018 to 2023 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 2018/19 shown in the Financial Resource Model in Appendix 2 is approved.	Statutory Requirement
3. That the Fees and Charges proposed within the Fees and Charges Register are approved. (Appendix 4 and 5)	To comply with Powys County Council Income Policy
4. The proposed Capital Strategy for 2018/19 shown in Appendix 6 approved.	Statutory Requirement
5. That a Council Tax increase of 5% is included in the budget and approved.	There is a Statutory Requirement to set Council Tax but the level is a matter for local determination.
6. The authorised borrowing limit for 2018/19 as required under section 3(1) of the Local Government Act 2003 be approved at £400.0m as set out in section 10 of the report.	Statutory Requirement

7. The Prudential Indicators for 2018/19 are approved as set out in section 10 of the report and Appendix 7.	Statutory Requirement
8. That revised Medium Term Financial Strategy is brought forward by the end of May 2018.	To ensure the Council operates within its means in future years.

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

Relevant Local Member(s):	
----------------------------------	--

Person(s) To Implement Decision:	Chief Executive
Date By When Decision To Be Implemented:	1st April 2018

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

Background Papers used to prepare Report:

Provisional Settlement
Final Settlement
WLGA Briefing – Autumn Budget 2017
Independent Assessment of Budget - CIPFA

List of Documents

Appendix 1 Medium Term Financial Strategy
Appendix 2 Financial Resource Model
Appendix 3 Budget Savings
Appendix 4 Income Report
Appendix 5 Fees and Charges Register
Appendix 6 Capital Strategy
Appendix 7 Prudential Indicators
Appendix 8 Reserves Policy
Appendix 9 CIPFA Independent Assessment of Budget
Appendix 10 Investment in Social Services
Appendix 11 Impact Assessments

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Powys County Council's

Medium Term Financial Strategy

2018 to 2023

Foreword by the Leader

This is the first Medium Term Financial Strategy (MTFS) brought forward by the Cabinet formed after the 2017 election. It has been produced at a challenging time against the backdrop of continuing reductions in grant income from Welsh Government. In addition the outcome of the Children's Services inspection during the Autumn of 2017 required a wholesale reconsideration of the existing balanced budget for 2018/19; this has also had a deep and significant impact on our financial strategy for future years.

Whilst an increase in the funding to Wales from central government has meant that we have received an improved settlement from that originally projected, it is however still a reduction in the level of funding for services. This has created financial pressure particularly when our costs and investment requirements continue to rise.

The challenge of delivering services in rural areas has long been recognised in our County and I am pleased to say that this challenge is now acknowledged at a national level with the full implementation of the population sparsity allowance within the Social Services allocation of the funding formula. However this has not provided 'extra' funding but it has seen Powys removed from the need for 'Top Up' funding provided in previous years.

Even so, we continue to be affected by population changes and other factors that impact on the amount of money we receive to deliver services. Powys may no longer be at the bottom of the funding table but we are still 19 out of 22.

The findings in the Care and Social Services Inspectorate Wales (CSSIW) Inspection report published on the 17th October 2017 and the subsequent warning notice issued by Welsh Government meant that we had to urgently review our financial strategy. This was an unprecedented situation and has called for a bold approach from the new Cabinet in order to change the inherited budget plan.

The 2018/19 budget proposal has been set with a clear priority to improve the provision of Social Services within our County. The inclusion of over £12m of investment demonstrates our commitment to do this and to safeguard children and vulnerable adults in Powys.

We have also continued to support investment in education at a time of reducing funding with a further £1m provided to schools.

The combination of these factors mean we face one of the most challenging periods in the history of Powys County Council. We must transform the way that we provide services using our 2025 programme as the basis for that change.

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 is both open and enterprising. We want communities to feel supported so that they have a say in what is provided for them locally and the way those services are delivered.

We acknowledge that we need to increase the pace of change to meet the challenges we face and the new cabinet will bring fresh challenge, new ideas and new thinking that is flexible, innovative and designed to set the authority on course for a strong and vibrant future. This approach along with a Corporate Improvement Plan provides the framework to deliver services over the medium term.

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

The new Cabinet's policy agenda will centre on transforming the council. There is much to do including helping the local economy so that we grow our business sector and make the county an attractive place to do business. This will help secure the County as place that provides the right environment for communities and business to thrive.



Rosemarie Harris
Leader of Powys County Council

Introduction

This document is the financial strategy for Powys County Council for the period 2018 to 2023. It has been developed as part of the overall strategic planning process alongside the 2025 Vision and 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 2018/19, and indicative budgets for the following 4 years to March 2023. 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 5 year Financial Resourcing Model (FRM) attached as Appendix 2 and a 5 year Capital Strategy (Appendix 6).

The FRM sets out how a balanced budget will be delivered for 2018/19, however, this position is reliant on the delivery of £8.5m savings during the year.

The FRM identifies the estimated requirement for further savings of £37m over the remaining period of this strategy. Given that local government does not have funding data from Welsh Government beyond 2019/20, this assessment is based on indicative figures focusing on how Local Government Settlements in Wales may be affected by central government's finances in the future. It is therefore based on best 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 in order to address the UK's debt situation.

The budget process both at a national and local level continues to be undertaken against the backdrop of unprecedented levels of uncertainty, both in terms of the fiscal outlook and in terms of the impact of leaving the European Union.

The Office for Budget Responsibility has confirmed the UK economy has slowed markedly and its growth forecasts have again been revised downwards. Public Sector net borrowing continues to fall but at a slower rate than originally forecast, by 2022-23 it is projected to reach its lowest level in 20 years.

Local government and the wider public sector has, and must continue, to realign itself to the fiscal reality it faces and manage its spending within the available funding.

Powys has already made significant reductions in its expenditure with savings in excess of £73 million between 2012/13 and 2017/18 as a response to reduced government funding and the requirement to cover additional spending demands.

The Autumn Statement set out plans to increase the Welsh Government's budget by £1.2 billion and build an economy that is fit for the future. This includes approximately £1bn of additional capital funding for Wales between 2017/18 and 2020/21 but more than half of this must be repaid to the UK Treasury. The remaining £200m will be available for the day to day running of services.

The Welsh Local Government finance settlement has had a slight increase in their revenue funding, however, local government spending pressures will total around £212m in 2018/19 which will have to be absorbed by Councils or partially offset by Council Tax increases. The impact on discretionary areas of spend will remain particularly tough for councils.

The local context affecting our funding and demand for services is well recognised, 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.

Our funding protected through the funding "floors" for the last 4 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 the last 2 years now sees Powys excluded from the top-up protection.

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.

The Council fully accepted the findings in the Care and Social Services Inspectorate Wales (CSSIW) Inspection report published on the 17th October and the subsequent warning notice issued by Welsh Government. It quickly acknowledged the need for

urgent and sustained change which will demonstrate our genuine commitment to safeguarding children in Powys.

A significant level of investment for both Children's and Adult's services has had to be identified and while this demonstrates the priority that these services have in our decision making it has presented a significant and late challenge to our financial planning.

In order to deliver a balanced budget over the medium term a significant corporate transformational approach is required, and required at pace. This will require some radical thinking, drawing on experience of other authorities and learning from others. We will have to reconsider the discretionary services we provide and review the levels of service we can afford to deliver for our statutory services.

The developing commissioning strategy for Social Services, will describe how we will align the finances in that area; what investment/reinvestment and disinvestment is required to reshape the service; and what outcomes will be achieved in the short, medium and long term, including savings.

This work is key to the development of the Council's financial strategy and as this and the approach to transformation becomes clearer over the next few months we will need to realign and refocus our financial strategy over the medium and longer term.

On the current modelling transformational change is required to deliver reductions in expenditure of over £17m in 2019/20 with a further £20m over the following 3 years.

It is clearly recognised that we can no longer afford to maintain the Council in its current form.

Powys 2025 – Our vision for the future

In an era of continued budgetary pressures, growing demand and increased expectations it is very important that we are clear about what we want to achieve now and in the future. The 2017 local government elections saw a new cabinet and new direction in place. Powys 2025 represents the new administration's vision for the council and its priorities are clearly laid out.

We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery. We will be an **open and enterprising council**, this means:

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

We have clear priorities to deliver our vision:

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

- **Residents and Communities** - We will support our residents and communities

To successfully deliver our priorities and deliver improved outcomes for our residents, we have a programme of work dedicated to improving our internal services and processes – this is called **Making it happen**.

Corporate Improvement Plan

The Corporate Improvement Plan is one of the most important documents produced by the council. It draws together information from a number of our key strategies and summarises what we're going to do to deliver the priorities in our vision for 2025. The plan also sets out a number of measures that we will monitor to show whether we are making a difference.

Outlined below are the long term outcomes that each of our priorities are aiming to achieve, together with a summary of the objectives that are planned.

The Economy - We will develop a vibrant economy

What difference do we plan to make?

- New business start-ups and relocations will increase
- Skilled employment opportunities will increase
- A greater supply and mix of suitable work space to support employment
- More job opportunities and apprenticeships for young people
- Local businesses benefit from good advice and support that help them thrive
- Regulation supports business and communities and is proportionate
- Powys is established as an innovation base for learning, skills and research for;
 - Farming and land-use innovation
 - Health and Care
 - Rural teacher training accreditation
- The economically active population will increase
- Tourism and leisure based activity and attractions will increase
- Local consortia competing for public sector contracts will increase
- Council priorities are used to develop new industries and supply chains
- There is significant investment in accessible and community based lifetime accommodation

How will we achieve our priority?

Key objectives:

a) Infrastructure:

- Improve road infrastructure and connectivity
- Support the delivery of improved digital connectivity and encourage businesses to take advantage of the technology

b) Farms:

- Investigate the possibilities for using council owned farms for innovation, education, forestation or social care

c) Supply chain:

- Identify and develop further supply chains appropriate to Powys e.g. food supply and motor industry

d) Support:

- Promote and develop intellectual property opportunities for Powys businesses to help them to protect and market their products and services across the world
- Lobby Welsh government for a Mid Wales growth deal, encouraging businesses to stay and invest here
- Support the development of town centre and local area plans for regeneration.

e) Investment:

- Promote and further develop business rate support
- Develop and promote financial support for businesses/social enterprises such as grant/loans
- Develop an inward investment strategy and action plan to attract new and relocating business

f) Workspace:

- Ensure an appropriate supply of available employment sites and premises to meet business needs

g) Procurement:

- Ensure our policies and processes make it easier for local companies to supply to the council
- Increase monitoring of regulatory/compliance requirements for social clauses to ensure wider local benefits are delivered (e.g. apprenticeships, proportion of local employees, affordable housing etc)

h) Skills:

- Introduce council sponsorship of social workers and other professions through open-university – giving people a career path through employment
- Help address barriers to employment to support people into work and better paid opportunities

i) Culture:

- Invest in and protect the natural, built and historic environment to support business growth and tourism
- Ensure provision of year-round cultural, leisure and art for Powys residents to encourage them to stay in the county

j) Housing:

- Ensure there is a greater choice of affordable housing and extra care provision so people have a choice of where to live and stay in their communities (This objective also contributes to the outcomes of our residents and communities priority)
- Make provision of elderly person's bungalows a requirement of housing development via planning (in the same way as we require affordable housing)
- Explore opportunities for further housing development on council owned sites (This objective also contributes to the outcomes of our residents and communities priority)

k) Joined-up:

- Improve communication within the council and with partners to support the growth of the local economy.
- Develop a two-way system for sharing information on current economic discussions and activity across services to keep all levels of the council informed to prevent confusion and duplication
- Ensure that activity associated with economy changes as a result of BREXIT is supported

l) Marketing:

- Review and improve marketing of Powys for:
 - Visitors to Powys (tourism)
 - Living in Powys (attract new residents)
 - Doing business in Powys (new business to Powys)
 - Raising awareness with residents and staff of marketing activities

m) Sectors:

- Develop an evidence-based agreement on which business sectors the council is going to support and ensure appropriate measures are in place to encourage growth
- Develop a strategic tourism offer and strategy - what do we want to be known for? Develop key projects to deliver that strategy

Health and Care - We will lead the way in effective, integrated rural health and care

What difference do we plan to make?

Our focus on well-being means:

- We focus on what matters to the individual
- Young people, adults and families are able to create the foundations of good health throughout their life
- We focus on safeguarding and supporting vulnerable people
- The physical environment helps people maintain their health and well-being
- There is an increasing supply of housing with care

Early help and support means:

- Technology enables people to self-care and remain independent
- We ensure the maximum positive impact within the first 1,000 days of a child's life
- A sufficient supply of appropriate placements for Looked After Children
- Community role modelling is focused on basic life skills and money management

Joined up services means:

- Positive and co-productive partnerships
- Significant investment in integrated health and care facilities and infrastructures
- Health and Care teams work seamlessly with people, getting things right first time
- Young people, adults and families have a fully integrated experience of health and care
- Accessible and equitable services fit around people's busy lives
- Tackling the big diseases (cancer, circulatory diseases, mental health, respiratory diseases)

How will we achieve our priority?

Key objectives

a) Start Well:

- We will implement the Children's Services improvement plan to ensure delivery of a robust Statutory Children's Service which is compliant with the Social Services and Well-being Act and able to safeguard and support Powys Children, Young People and Families.
- We will develop a whole system, multi-agency family support system that offers early help/support and prevention for families across the continuum of need – ranging from Information Advice and Assistance through to support for those children at the 'Edge of Care.'
- We will develop a multi-agency prevention and early intervention service to promote emotional and mental health and well-being for children and young people
- We will create an integrated Youth Support and Skills Service for young people to ensure that they are able to fulfil their potential, make good life choices, maintain healthy relationships, enter further training or employment and successfully transition into adulthood
- We will commission a flexible range of appropriate, effective and efficient accommodation options to provide the necessary support arrangements to meet the bespoke needs of our individual children, including looked after children
- We will establish a well-motivated, highly skilled and effective workforce to support good outcomes for the children of Powys and who will work in multi-agency locality teams with integrated management processes in place

- We will establish a fully integrated multi-agency team to provide a co-ordinated and appropriate support service for children with a disability and their families

b) Live / Age Well:

- We will work with our partners to develop prevention and early intervention services which promote emotional and mental health and well-being for adults, including:
 - Community Connectors
 - Home Support
 - Befriending
 - Dementia Matters
- We will commission and monitor delivery of high quality substance misuse treatment and prevention services to reduce alcohol and/or drug related harm to individuals, their families and the wider community
- We will have in place a flexible range of appropriate, effective and efficient accommodation options to provide the necessary support arrangements to meet the needs of individuals
- We will implement the Everybody's Business Model so that carers have a good sense of well-being and are able to fulfil the caring responsibilities they chose to undertake
- We will enhance our understanding of the experiences of young people moving from children to adult services and improve our learning of their experiences
- We will use technology at the earliest opportunity to enable individuals to remain independent for longer and reduce pressure on unpaid carers
- We will complete the day time activities review with the aim of having a co-ordinated and accessible range of services for older people, including those with dementia, and their carers
- We will put in place flexible and responsive methodology to meet the needs of individuals requiring domiciliary care
- We will continue to transform health and care services through the development of integrated care teams
- We will provide early and technological support to individuals and their families where there has been a diagnosis of dementia
- We will continue to review and update the Powys population assessment and develop systems to enable us to predict and target intervention for individuals with additional and complex needs and at the end of life

Learning and Skills - We will strengthen learning and skills

What difference do we plan to make?

- School leavers have the right qualifications to progress
- Access to education provision and good career advice is equitable

- Working in partnership with schools, colleges, universities and businesses will improve career opportunities
- High quality teaching and learning environments embrace new technology for the population
- Pupils have access to remote/alternative learning opportunities
- Early years provision is helping families to return to meaningful employment

How will we achieve our priority?

Key objectives

a) Educational Improvement:

- We will support schools during the implementation of the new education and curricular reforms
- We will improve outcomes for all pupils, including vulnerable pupils with a specific focus on pupils eligible for free school meals
- We will improve the performance of secondary schools and the rate of progress of schools in Estyn follow up category
- We will develop an initial workforce strategy to improve the recruitment, retention and quality of leadership (at all levels), across our schools with a specific focus on secondary schools
- We will provide equality of provision for Welsh medium learners through the implementation of the Welsh in Education Strategic Plan

b) Supporting Children and Families:

- We will prepare for the implementation of the new Additional Learning Needs (ALN) Bill
- We will develop and implement a county-wide ALN Transformation Programme
- We will provide 30 hours a week of free early education and childcare for working parents of three and four-year-olds in Wales, for 48 weeks of the year
- We will implement an early identification process for vulnerable young people who are in need of additional support and we will work with schools through a graduated response approach including multi-agency 'team around the family' to provide suitable support

c) Infrastructure and resource:

- We will complete the first round of capital investment in schools as part of the 21st C Schools Programme Band A
- We will complete the second round of capital investment in schools as part of the 21st C Schools Programme Band B (This objective also contributes to the outcomes of our economy priority)
- We will work with school communities to develop the infrastructure of schools in accordance with the principles of the Plans for Powys Schools Policy
- We will develop new Welsh-medium/bilingual provision
- We will deliver education in Powys in an efficient and effective way

d) Skills and employability:

- We will strengthen the Positive Pathways Powys Skills Partnership to encompass a new skills and employability strategy for Powys by working in partnership with schools, colleges, universities, the voluntary sector and businesses to improve career opportunities
- Ensure the Regional Skills Partnership reflects the needs of Powys (This objective also contributes to the outcomes of our economy priority)
- We will develop and promote a sustainable sixth-form provision that can provide appropriate choice and breadth of provision (including vocational based training) for all young people in Powys (This objective also contributes to the outcomes of our economy priority)
- We will promote opportunities for young people, e.g. career events, work experience in the council, placements, training, guidance and information on how to gain meaningful employment (This objective also contributes to the outcomes of our economy priority)
- We will develop and promote the Seren network to support Wales' brightest sixth-formers to achieve their academic potential and gain access to leading universities. This will inspire Powys students about their future career aspirations
- We will promote and support information for businesses and the council on how to use an apprentices (career graded or fixed term apprenticeship) and promote the graduate scheme (This objective also contributes to the outcomes of our economy priority)
- Develop a business case to establish a higher education offer in Powys such as a college, university or learning centres (*This objective also contributes to the outcomes of our economy priority*)
- Partner with organisations such as Harper Adams and others to deliver specific courses or modules in Powys in specialist areas (farming and land-use innovation, health and care, rural teacher training accreditation) (*This objective also contributes to the outcomes of our economy priority*)

Residents and Communities - We will support our residents and communities

What difference do we plan to make?

- Residents take responsibility for their actions and support one another
- Communities have access to a choice of both affordable and market housing
- Communities have access to services that allow all to flourish and enjoy life
- Communities have an active role in the design and delivery of the services they need

How will we achieve our priority?

Key objectives

a) Community development:

- Encourage communities to work with the council to improve, sustain and co-locate services at a local level
- Offering advice, guidance and training on the formation of local community groups and organisations which will allow communities to do more for themselves
- Continue to develop community hubs where appropriate to offer residents a mix of services all under one roof
- Support community based initiatives with access to various grant funding opportunities, such as the ARWAIN rural development funding
- Encourage and support more people of all ages to volunteer and contribute to the well-being of their communities
- Continue to support community transport initiatives to enable residents to have access to more services and activities within their communities

b) Cultural development:

- Work closely with residents and communities to understand what makes living in Powys worthwhile, and building on the arts and cultural opportunities
- Support community based initiatives with access to various grant funding opportunities, such as the ARWAIN rural development funding

c) Community engagement:

- Work with residents and communities to help plan, and where possible, develop and implement their future needs in relation to services, facilities, social and cultural requirements
- Promote the council's Vision 2025 to engage and build relationships with our residents and communities
- Make better use of social media to promote the social, cultural and economic opportunities available in every community
- Use an engagement toolkit to provide more opportunities for people to have a greater voice and influence local decision making and service delivery in their area

Making it happen – essentials of an effective council

What difference do we plan to make?

Engagement with residents and communities - we will:

- ensure residents are heard through ongoing communication and dialogue
- ensure communities are engaged in a timely and meaningful manner which informs decision making
- be open and transparent and communicate in plain Welsh and English
- ensure county and community councillors are well informed and actively engage with residents

Workforce - we will:

- develop an agile and flexible workforce to deliver services
- have the right skills, attitude, behaviours and experience to be innovative
- be an organisation that demonstrates good practice
- recruit and grow our own talent through apprenticeships and trainees

- develop capacity to grow our professional expertise and have access to a skilled social care workforce
- be an attractive employer

Change how we work - we will:

- prioritise residents and communities
- be pro-active and forward thinking
- have seamless and efficient processes to get things 'right' first time
- make evidence based decisions underpinned by accurate information
- focus on outcomes instead of activity
- Make the best use of our resources and improve productivity
- continually improve customer satisfaction
- promote strong partnership working

How will we achieve our priority?

We recognise that there are key building blocks we must have in place to make our plans happen. We have three priority improvement areas to create an effective and modern council:

- Engagement with residents and communities
 - Communications strategy / engagement
- Corporate Leadership and Governance
 - Political leadership
 - Officer leadership
 - Strategic and financial planning
 - ICT and Business systems
 - Performance management
 - Partnerships
- Transformation
 - Commerciality
 - Customer transformation
 - Workforce strategy

Budget Strategy and Principles

The Council's Budget Strategy centres on the Council's 2025 vision and the four organisational priorities.

The Budget Principles 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.
- **Supporting the Local Economy** – whilst ensuring we remain within procurement and local government finance legislation we will seek to spend as much of our funding within Powys if it is value for money to do so.
- **Keeping the Authority Safe** – we will ensure non frontline services are effective and value for money whilst recognizing the key role they play ensuring the Authority uses its resources effectively

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 2025 vision.

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 20th December 2017.

The Welsh Government (WG) will fund 70.4% of the Council's 2018/19 net revenue budget, compared to 70.6% in 2017/18 and 71.9% in 2016/17. The funding is provided in a settlement known as Aggregate External Finance (AEF).

The Aggregate External Finance (AEF) figure was £174.026m which was a 0.4% or £0.679m 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 £1,319 of funding per capita, compared to the Wales average of £1,348 which means Powys is ranked 14th out of all the Unitary Authorities.

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 sparsely populated areas. The social services sparsity allowance was introduced in recognition of this and it has provided Powys with an additional £3m, implemented over the 2 year period. However this is not additional funding as it removes the need for top-up funding.

The final settlement includes a further £7 million to support the increase to the capital limit in charging for residential care to £40,000 commencing from April 2018. Powys has received £352k of this funding to manage the shortfall in revenue this creates.

The AEF for Powys for 2018/19 totals £174.026 million and consists of the following:

- Revenue Support Grant (RSG) totalling £130.813m
- Non Domestic Rates (NDR) totalling £43.213m. Powys collects rates from business ratepayers on behalf of WG. It is then redistributed to local authorities in proportion to resident population over 18.

Welsh Government expect Authorities to take account of the full range of sources of funding available to them, as well as the pressures they face, in setting next year's council tax.

For 2018/19 a Council Tax increase of 5% for a Band D property has been included in our planning assumptions. This represents an increase of £56.63 per annum or £1.09 per week and a Council Tax of £1,189.20. Powys continues to remain below the previous year average for all Welsh authorities

Housing Revenue Account

The Housing Revenue Account (HRA) is a separate account required by legislation, it is ring fenced and held separately from the General Fund. The Council holds 5,374 units of Housing stock.

The HRA is made up of income from rents and other housing related charges. This income is used to fund all HRA landlord related services including salaries, central service recharges and all services delivered to our tenants. It also underpins our ability to meet the Housing Business Plan, a major element of which is the Welsh Housing Quality Services (WHQS), through financing the borrowing we must draw down to invest in our stock.

A 30 Year Business Plan is required to be updated annually and submitted to Welsh Government. An affordable business plan is essential to enable the council to meet its investment commitments, and continue to provide high quality services to tenants and leaseholders.

In February 2017, a new rent setting policy was agreed which approved differential charging for larger properties, in line with the private sector. This established target rents for some larger properties would not be achieved in year one. This is due to the limit the Welsh Government introduced on rent increases; it was accepted that these increases would be phased in over a period of time for existing tenants.

Therefore it is proposed that with effect from April 2018 the rent increase for the majority of HRA tenancies (2,119 properties) is 4.5%, that for a further 991 homes the increase is greater than 4.5% but less than 4.5% + £2.00 per week and that for a further 2,232 homes the increase will be 4.5% plus £2.00 a week (6.4%).

Grants

In addition to RSG and raising Council Tax the Council receives income from specific government 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 grants 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 2018/19 a further 5 grants will transfer into the RSG, these include:-

- ❖ Welsh Independent Living Grant £1.262m
- ❖ Social Care Workforce Grant £769k
- ❖ Looked After Children £243k
- ❖ Carers' Respite Care Grant £121k
- ❖ Waste element of the Single Revenue Grant £2.005m

The Single Environment Grant has been reduced by £41m across Wales with £35m of the Waste Budget Element transferring in the RSG, the impact for Powys is included in the section above. The impact of the remaining reduction has been recognised as a pressure for the service and is therefore included in the Financial Resources Model (FRM).

Welsh Government have reduced the Education Improvement Grant (inclusive of Foundation Phase) by £15m in 2018/19. This grant is allocated on a regional basis but greater clarity is needed for us to understand which elements of grant are affected by this reduction and how it will impact on Powys' Schools, but have recognised this pressure within the plan.

Alongside the settlement a further £600k is to be made available to support local government in Wales to eliminate charging for child burials, but this will be provided in the form of a specific grant.

Budget Delivery Plan 2018/19

The impact of pay and other inflationary pressures, reductions in funding, changes in regulation and increasing demand for services, particularly with an ageing population, are factored into our financial planning. Following the October 2017 report by CSSIW the Council has had to significantly and with pace increase the investment within Children's Services to ensure that the necessary improvements are put in place. This has significantly impacted on our budget planning for 2018/19. This impact cannot be understated; it has increased the level of savings required in 2018/19 and in future years. In response to these pressures and in line with our financial strategy the Council has reviewed all funding streams available and has achieved a balanced budget for 2018/19.

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 five 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 was reinstated last year. The Budget Management Reserve was put in place to set aside funds to assist in 'smoothing' a budget over the medium term. In addition an Adult Social Care Reserve of £2.75m was agreed to reflect the significant risk in this area.
- To continue to increase the focus of income generation and cost reduction opportunities and adopt a more commercial approach where appropriate.
- 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 – Continue to rationalise our property portfolio.
- Schools – In order to move towards a more efficient educational infrastructure, whilst also retaining the provision of education in rural areas, the authority's School Organisation Programme will move forward in partnership with schools and the communities they serve. It will have a greater focus on alternative models of delivering education, such as collaboration models, federation, multi-site schools and all-through schools. Any changes will be taken forward in discussion with the school communities affected, in order to achieve the best solution for each area, with governing bodies engaging with their communities in order to plan sustainable schools provision for the future.
Our guiding principles for developing the schools' infrastructure until 2025 are as follows:
 - More secondary schools to become 'all-through schools', or part of multi-sited arrangements
 - More small primary schools to be part of formal collaborations / federations / amalgamations
 - Remove infant / junior split by creating 'all-through' primary schools
 - Strong, innovative 'Locality Management' models established
 - New Welsh-medium provision established / an increased number of Welsh-medium places, in order to create demand
 - All special schools to be in condition A/B buildings
 - A resilient, attractive post-16 model implemented
 - Compliance work continues to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
 - The Local Authority is also undertaking an activity led funding review which will identify priorities for school funding in future years within the MTFS.
- Highways, Transport and Waste –Transformation project – A comprehensive programme of service improvements will be progressed that focus on improved commercialisation and increased efficiency of service delivery.

- Community Delivery – We will continue to re-commission services by looking at the best way to deliver services with the aim of securing a significant reduction in the current cost of provision.
- Resources Directorate / Corporate Services – Develop new models of service based on collaboration, partnerships, re-design and process improvement, all underpinned by consistent transformation principles. The Directorate will also continue the development of its commercial strategy.
- 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.
- 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 in order to make these significant changes it will require resources. Policy is to continue to fund change capacity.

Full details of the Annual Budget are published on the Councils Website.

Looking Further Ahead and Funding Assumptions beyond 2018/19

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 2018/19 there remains a significant challenge to balance the budget in the following years. The relatively easy savings have been taken and major service redesign and transformation are necessary to deliver services at a much lower cost.

It has been assumed that the settlement from WG for 2019/20 will be a decrease of 2.5%. Within the provisional settlement we received an indicative settlement for the following year as a further reduction of 1.5%. This included the impact on the Welsh Government budget of the £3.5 billion unallocated cuts which the Chancellor of the Exchequer intends to impose in 2019-20. If the Chancellor does not proceed with the cuts then the Minister has committed to look again at the cuts they have been forced to make, including for local government. The indicative settlement was not mentioned further within the final settlement papers but the improved Welsh Government settlement may help to mitigate this to some degree. In the absence of clarity our original assumption will be maintained.

Forecasting inflation includes a number of assumptions. It assumes an ongoing pay award of 2% per annum. Inflation can be a major cost driver and although it is

included at £1.6m currently we need to keep this under review because if inflation rises above Bank of England projections this will be a further pressure on our budgets.

We have adjusted our indicative future increases in Council tax to an increase of 3.75% throughout the period of the 5 year plan. This will be subject to political determination on an annual basis, but if the funding settlement is worse than assumed 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 2025 to produce balanced budgets as required by the Local Government Act.

Looking to 2025, it is clear that we are seeing a significant change in local government. This will be driven by customer expectations and funding reductions it will lead 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. A large number of the proposals put forward will inevitably impact on front line service delivery. The figures beyond 2018/19 are therefore subject to revision as alternative models of delivery and other savings are identified.

We have already revised 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.

Further Approach to Savings through 2019 – 2025

The framework for the 2019/20 budget preparations will be more than a financial approach, it will be based on transformation using the 2025 Vision. It will include:-

- Designing or redesigning services so that the user perspective is central to change
- Cross cutting themes – accommodation, agile working
- Clear linkages between efficiencies and corporate objectives for service improvement
- Demonstrating political support for, and scrutiny of the strategic approach
- Clear governance arrangements to monitor the progress developing and delivery of the programme
- A strategic approach that is transformational and challenges current arrangements with the aim of delivery long term gains and service improvements

- The use of performance and contextual information to develop options and make choices then monitor and review progress.

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 Welsh Government's policies on local government collaboration means we will seek partnering arrangements as further detail emerges. 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 be looked at under this theme.

f. Flexibility

It may be appropriate to support the workforce in work/life balance issues whilst remaining within Local Government terms and conditions. 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

An Income and Cost Improvement Policy is in place which establishes the framework within which income generation and cost improvement activity is carried out. It will also review 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 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 Income and Cost Improvement Board has developed guidance including a pricing and charging strategy and this group identifies and develops opportunities for income Generation and cost improvements.

The Strategic Overview Board will play a key role in monitoring cost improvement.

Third Party Spend Improvement

The Council continues to explore every opportunity to reduce 3rd party spend on goods and services. The Council has developed internal capacity to support and influence this area. The target cumulative spend improvements for this work were set at £8.5M between 2015 and 2019 and were achieved ahead of time. It should be

noted however that some of the savings relate to cost avoidance and are therefore not 'cashable savings'.

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 2018/19 this allocation is £7.451m. This is the General Capital Grant of £2.219m and a Supported Borrowing allocation of £4.632m. The Settlement includes the revenue funding to allow the authority to borrow the £4.632m.

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 6. The Strategy itemises the Council's capital programme for the next 5 years with the budget totalling £241.122m. This is a significant commitment. In addition a further £46.138m 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 December 2018, but also includes funding for additional housing provision and Zero Carbon initiatives.

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 is 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 the forecasted financial position 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 and the use of reserves is projected over the MTFP period.

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 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 2018/19

We have taken steps to increase our awareness of the consequences of our savings and to ensure we are taking into account legislative requirements. The impact assessment process has been reviewed so that we have a comprehensive assessment of impacts to support decision making.

The level of savings required for this year and the next two years of the MTFS is considerable and requires robust consideration regarding their potential 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 impact 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 (Wales) Act. The Act has a significant and unique impact on public services in the United Kingdom.

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

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.

2. 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).

3. 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.

4. 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).

5. A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

6. 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.

7. 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 Act puts into place the Sustainable Development Principle. This Principle states 5 ways of working, that as a public body, the council must demonstrate are being applied in decision making.

1. Long-term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

2. Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

3. 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.

4. 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.

5. Involvement (Communications 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.

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.

Risk Management

The 2018/19 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 2018/19 budget.

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, Management Team and Audit Committee. This 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.

As part of the Impact Assessment process, each proposed budget saving has undergone risk assessment by service areas. This assessment identifies the deliverability of the saving, along with the likely impact to service delivery.

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.

Budget Risks

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 2018/19 budget continues to include funding for this change.

Budget Savings - The level of savings required in 2018/19 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 – closing in-year collection rate figure for 2016-17 was 97.57%, a drop of 0.1% to previous year, the Welsh average for 2016-17 was 97.4%. By the end of December 2017 the collection rate for 2016-17 monies had risen to 99.1%. (0.51% down on previous years position at end of December 2017).

The Introduction of Council Tax premiums from 1st April 2017, and the roll-out of Welfare Reform including universal credit in Powys in October 2018, is predicted to have an impact on in-year collection and arrears, currently estimated at between 0.2% to 0.3% drop on in-year collection.

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.

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 made in producing the budget in-year adjustments would be needed.

Mitigation, Review and Monitoring

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

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

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

- The Powys Budget Simulator
- Specific Service Type Consultations
- Legislative Consultations

Conclusions

There were various consultation exercises conducted during the past financial year on how to achieve budget savings for specific services like library and youth service and the highways, transport and recycling service. Views were also sought on how best to sustain the county's rights of way network and how and what people wanted to see happen with regard to legislation around Active Travel for 11 towns in Powys. Secondary school pupils were engaged at a special conference in November on the Well-being of Future Generations Act. Residents and community groups were also invited to have their say on their own well-being and the Act in both February and July last year so as to contribute to the final draft Well-being Plan. Views on the business rates and plans for a new cemetery in Machynlleth have also taken place and at the time of writing we are consulting on the long term vision for Powys schools.

Key Conclusions from the Simulator Exercise and other exercises

The key conclusions drawn from the two simulator exercises conducted over the past two years are that residents are reluctant to see the services that provide for the more vulnerable in our society being cut. There was little appetite for budget cuts for children with disabilities, home care services, services for looked after children and family support services. Residential care and services that provide for people with learning disabilities also received less support followed by changes to our waste and recycling service.

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 were frustrated that council tax was increasing when they knew we were decreasing the level of service provision across a number of areas due to budget

constraints. These views are supported by the social media comments received via the corporate Facebook and Twitter pages and also via the evidence captured via the last Residents Satisfaction Survey conducted in 2015 where satisfaction with the services that we provide overall as a council has decreased over the past five years.* All feedback from consultation and engagement exercises allow officers and members to hear and understand more about residents' views on service delivery and help the decision making process.

*Source – Residents Satisfaction Survey

The budget proposals contained within the 2018/19 budget proposal are extensions of proposals already consulted upon.

A refreshed approach to engagement and consultation will be developed for 2019/20 on.

Mechanisms for Delivery

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

- Evidence of need identified in the counties Well-being Assessment
- 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

a) The Corporate Improvement Plan

The Corporate Improvement Plan clearly articulates the key change activities the council undertakes, drawing on commitments made in Vision 2025

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

To help ensure the programmes can be delivered the following supporting activities are also in development:

- Changing the Way we work
- Leadership and Governance
- Communication and Engagement

- 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?

b) Service Improvement Plans

The council's standard service provision is delivered via the following structures:

- Chief Executive
 - Policy and Performance
 - Chief Executive and Member Services
- People Directorate
 - Adult Social Care*
 - Children's Services*
- Place Directorate
 - Highways, Transport and Recycling Service
 - Housing Services
 - Leisure and Recreation Service
 - Regeneration, Property and Commissioning Service
- Schools Directorate*
- Resource Directorate
 - Business Services
 - Corporate Legal and Democratic Services
 - Finance
 - ICT
 - Workforce and Organisational Development

** Improvement plans will include direct responses to regulatory reports and recommendations.*

- Annual Budget and Savings Proposals

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

A monthly 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.

Financial Resource Model 2018/19 to 2022/23

	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	2021/22 Budget £'000	2022/23 Budget £'000
Net Budget	240,192	247,215	245,609	244,214	243,033
Total Inflation	1,902	1,646	1,679	1,713	1,747
	242,094	248,861	247,288	245,927	244,780
Grant Transfers/Other Changes					
Waste element of the Single Revenue Grant	2,005	0	0	0	0
Welsh Independent Living Grant	1,262	0	0	0	0
Social Care Workforce Grant	769	0	0	0	0
Looked After Children	243	0	0	0	0
Carers' Respite Care Grant	121	0	0	0	0
New Responsibilities					
Homelessness Prevention	207	0	0	0	0
Increasing Capital Limits for Residential Care	352	0	0	0	0
Pension Liability	100	100	0	0	0
Actuarial Revaluation of Pension Fund	750	750	750	750	750
Fire Levy	179	50	0	0	0
Corporate and Service Pressures (Must Haves)					
Coroners	11	0	0	0	0
Management of Change	0	(10)	0	0	0
Union Facility Support	(29)	0	0	0	0
Increase in School Roll	50	280	0	0	0
Reduction in School Roll	(180)	(88)	0	0	0
Leisure Contract Savings	(49)	(25)	(14)	(32)	0
Policy Decisions					
<u>Social Care</u>					
Adult Social Care	2,006	1,453	0	0	0
TIC	(100)	0	0	0	0
Queens Baton	(9)	0	0	0	0
Living Wage	0	300	0	0	0
Additional Funding For Schools	1,000	1,000	0	0	0
Household Waste Recycling Centres (HWRC)	100	0	0	0	0
Leisure Savings	(130)	0	0	0	0
Capital Financing Costs					
New Capital Funding - for current schemes	1,563	2,681	1,258	552	382
New Capital Funding - Other	350	528	1,178	923	454
21C schools	300	0	0	0	0
Savings Identified					
People					
Adult	(1,428)	(453)	0	0	0
Children	(1,197)	0	0	0	0
Housing	(80)	0	0	0	0
Place					
Highways, Transport and Recycling	(1,952)				
Regeneration, Property and Commissioning	(200)				
Leisure & Recreation	(432)				
Resources					
Information Services	(323)				
Business Services	(612)				
Financial Services	(300)	0	0	0	0
Legal Services	(45)				
Schools	(1,233)				
Workforce OD and Comms	(157)	0	0	0	0
Other Corporate	(400)	0	0	0	0
Total Savings	(8,357)	(453)	0	0	0
2018/19 Service pressures					
Schools Service					
Home to school Transport	471	0	0	0	0
Increase in Early Years Provision	50	0	0	0	0

Financial Resource Model 2018/19 to 2022/23

	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
	£'000	£'000	£'000	£'000	£'000
Cashless Ongoing Revenue costs	110	0	0	0	0
Inter Authority Recoupment income reduction	250	0	0	0	0
School Uniform Grant	16	0	0	0	0
Schools delegated budget					
Dual Stream	250	0	0	0	0
GDRP-data protection	100	0	0	0	0
Education Improvement Grant (inclusive of Foundation Phase)	605	0	0	0	0
Resources					
Business Services					
Hosting Trent	44	0	0	0	0
Careline Contract	45	0	0	0	0
Information Services					
Upgrades within IT and renewal of licences	730	0	0	0	0
GDPR central costs	57	0	0	0	0
Legal					
Coroner Contribution	11	0	0	0	0
Scrutiny Team Review	12	0	0	0	0
Practice Manager	12	0	0	0	0
Corporate Activities					
Council tax reduction scheme	220	0	0	0	0
HTR					
Reduction in single revenue waste grant	250	0	0	0	0
16-18 Young Person Travel Grant	240	0	0	0	0
Remove parking services savings	175	0	0	0	0
Savings from public conveniences	(101)	0	0	0	0
Adult Social Care					
Adults	4,589	0	0	0	0
Childrens Services					
Childrens	6,173	0	0	0	0
Reserves					
Repayment of Windfarm Costs	0	(140)	0	0	0
Contribution to General Fund delayed	0	500	0	0	0
Budget Management Reserve for HWRC	300	0	0	0	0
Draw on Adult Social Care Reserve	(2,000)	2,000	0	0	0
Other Reserves - 21st Century Schools	(5,000)	5,000	0	0	0
One off funding					
Back Dated MRP Adjustment	(5,000)	0	0	4,000	1,000
Transformation	0	-17,179	-6,245	-9,087	-5,301
Total Budget	247,215	245,609	244,214	243,033	242,065
Funded by					
AEF	0.4% 174,026	-2.5% 169,676	-2.5% 165,434	-2.5% 161,298	-2.5% 157,266
Council Tax	5.00% 73,188	3.75% 75,933	3.75% 78,780	3.75% 81,735	3.75% 84,799
Total Funding	247,214	245,609	244,214	243,033	242,065
(Shortfall) / Balance	(0)	(0)	(0)	(0)	0

Service	Efficiency / Saving	Impact Assessment Ref	Risk to delivery of the proposal Achievability of proposal	2018/19 £'s	2019/20 £'s	2020/21 £'s	2021/22 £'s	2022/23 £'s
Regeneration and Regulatory Services	Commercial Rental Income	1819-29	Medium Risk	100,000				
Regeneration and Regulatory Services	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.	1819-26	Low Risk	100,000				
Regeneration and Regulatory Services	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.	1819-23	Low Risk					
Highways Transport and Recycling	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.		Very High Risk	175,000				
Highways Transport and Recycling	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.		Low Risk	200,000				
Highways Transport and Recycling	Commissioning of Services	1819-08	High Risk	1,576,850				

Service	Efficiency / Saving	Impact Assessment Ref	Risk to delivery of the proposal Achievability of proposal	2018/19 £'s	2019/20 £'s	2020/21 £'s	2021/22 £'s	2022/23 £'s
Leisure & Recreation	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.	1819-14	Low Risk	179,173	24,512	14,241	32,378	
Leisure & Recreation	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.	1819-12	Low Risk	60,000				
Leisure & Recreation	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.	1819-13	High Risk	220,000				
Leisure & Recreation	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.	1819-16	Low Risk	15,000				
Leisure & Recreation	Reduce funding support for Theatre provision	1819-15	Low Risk	11,945				

Service	Efficiency / Saving	Impact Assessment Ref	Risk to delivery of the proposal Achievability of proposal	2018/19 £'s	2019/20 £'s	2020/21 £'s	2021/22 £'s	2022/23 £'s
Leisure & Recreation	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.	1819-17	High Risk	125,000				
Schools	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.	1819-31	Medium Risk	623,000				
Schools	Small school closures	1819-32	Medium Risk	220,000				
Schools	Restructuring of school service	1819-33	Low Risk	50,000				
Schools	ALN	1819-36	Low Risk	150,000				
Schools	Efficiencies to be realised from introduction of cashless systems in schools	1819-34	Low Risk	150,000				
Schools	Establish an internal supply insurance pool on a stop loss insurance basis	1819-35	Medium Risk	40,000				
Schools	Reduction in School Roll (see FRM for 17/18 onwards)		Low Risk	180,000	88,000			
Adults Services	Reduction in admissions to residential care by 10%		Medium Risk	298,771				

Service	Efficiency / Saving	Impact Assessment Ref	Risk to delivery of the proposal Achievability of proposal	2018/19 £'s	2019/20 £'s	2020/21 £'s	2021/22 £'s	2022/23 £'s
Adults Services	Reduction in length of stay in residential care from 847 to 730 days				303,326	303,326	303,326	303,326
Adults Services	Right sizing high cost placements/packages and bring some people back into community living	1819-01	Medium Risk	150,000				
Adults Services	LD Supported Living - Reprofile supported living packages, projected at 10% efficiency savings.	1819-02	Medium Risk	200,000	150,000			
Adults Services	Community Care Packages - Working with individuals to secure an outcome focused care plan and to have greater control over their chosen support in the appropriate setting through the use of direct payments.		Very High Risk	379,040				
Adults Services	Right sizing of Packages - Accelerate Reablement referrals, based on current reduction in hours	1819-03	High Risk	400,000				
Children Services	Detail to be confirmed as the commissioning strategy for childrens service is developed.		Very High Risk	1,196,770				
Children Services	Fostering Team - realignment		Very High Risk					
Children Services	Further work to be undertaken when new model embedded and culture changing partnership with PTHB & Third sector		Very High Risk					
Housing and Commissioning	Decreasing the allocation from the Housing General Fund (GF) to Supporting People (SP) staffing/establishment by £42k which is the equivalent of a Supporting People Development Officer post and replacing the work in the team with a supporting people grant funded project "What Matters"	1819-06	Medium Risk	42,000				
Housing and Commissioning	Reduce Gypsy and Traveller management and maintenance site budget	1819-05	Low Risk	8,000				
Housing and Commissioning	Increase Private Sector Team income by £30k per annum from an increased allocation of capital	1819-07	Medium Risk	30,000				

Appendix 3
Savings Proposals 2018/19 - 2022/23

Service	Efficiency / Saving	Impact Assessment Ref	Risk to delivery of the proposal Achievability of proposal	2018/19 £'s	2019/20 £'s	2020/21 £'s	2021/22 £'s	2022/23 £'s
Legal Services	Restructure legal team to realise greater efficiencies and savings	1819-37	Low Risk	40,000				
Legal Services	Members - Reduce photocopying budget	1819-18	Low Risk	2,500				
Legal Services	Members - Reduce travel expenses by increased use of video conferencing, car sharing, reduction in meetings and reduction in membership of committees	1819-19	Low Risk	2,000				
Workforce OD and Comms	New Model and review of all Corporate Budget Headings		High Risk	156,600				
Information Services	PSBA	1819-09	Low Risk	30,000				
Information Services	New Model and review of all Corporate Budget Headings	1819-11	Medium Risk	242,530				
Information Services	System Rationalisation	1819-10	Medium Risk	50,000				
Business Services	New Model and review of all Corporate Budget Headings	1819-37	Low Risk	412,200				
Business Services	DBS conversion of posts from baseline budget to income funded	1819-04	Medium Risk	50,000				
Business Services	HR Admin return to service efficiency agreed but delayed to 2018/19	1819-04	Medium Risk	18,000				
Business Services	Non-staffing savings	1819-04	Medium Risk	32,000				
Business Services	Staffing - Specific Service Areas not yet aware of potential savings	1819-04	Medium Risk	100,000				
Financial Services	New Model and review of all Corporate Budget Headings	1819-37	Low Risk	299,670				
Corporate Activities	Additional Income Target		Medium Risk	400,000				
Corporate Activities	Management of Change Budget				10,000			

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Briefing Paper to accompany the Fees and Charges Register

1 Summary

- 1.1** The purpose of this report is to consider and approve the changes to charges detailed within the Council's fees and charges register. From 2018/19 the fees and charges register will now be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.
- 1.2** The fees and charges register, contains details of all items for which a charge is made. It is important that these fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Councils income policy. This will ensure existing targets are being met and to explore any further income potential to maximise the Councils resources.
- 1.3** Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives. The Income and Cost Improvement Board has representatives from all Service Areas, coming together on a monthly basis to discuss ways in which the Authority can generate income and cost improvement proposals to enable delivery of the income targets within the budget plan.
- 1.4** The general principle of applying an inflationary target across all income budgets has not been applied at budget setting in recent years, services have in general applied this approach to their individual budgets but have used the increased budget this provides to meet unfunded service pressures. The Income and Cost Improvement Board have reviewed this and now recommends that for 2018/19 this should be the means of meeting the £400k additional income target already included in the FRM.
- 1.5** The impact of different percentage increases have been modelled against the budgeted income targets to which an inflationary uplift could be applied, ensuring those governed by legislative requirements were not detrimentally affected. The result determined that a 3% increase on all appropriate income targets would be required to achieve the additional £400k target.
- 1.6** The fees and charges register has been reviewed, and where appropriate and agreed with Services, a minimum increase to charges of 3% has been applied, to enable the increased target to be realised.

2 Additions, removal and reduction of fees and charges are noted below along with items which have been increased significantly above the 3% threshold:

- 2.1 The following new charges should be noted:**

2.2 Registrations – In line with many registration authorities in Wales, we propose decommissioning our current ceremony rooms and offering a register office ceremony in our registration offices currently licenced for civil ceremonies (e.g. couple, registrars and two witnesses only). We will then be able to charge a higher fee for ceremonies in these decommissioned ceremony rooms, which are able to accommodate larger numbers of people.

2.3 Food Hygiene and Health and Safety:

Safety Certificates for Sports Grounds – regulations empower the Local Authority to determine the fee to be paid commensurate with the work actually undertaken. A fee has been calculated based on the average amount of time spent on the process.

Primary Authority Arrangements for food hygiene – Primary Authority is a means for businesses to receive assured and tailored advice through a single point of contact. These forms of arrangements enable businesses to invest with confidence in products, practices and procedures, knowing that the resources they devote to compliance are well spent. The charges that will be applied to this service will be based on the hourly rates of officers as provided by finance and the number of hours and subsequent costs will be agreed with the businesses in advance of the delivery of the service.

3 Additional elements to existing fees:

3.1 Cleaning – Internal Sites Cleaner Supervisor - To introduce efficiencies for County Buildings and the property service, caretaking hours/duties have been reduced in some buildings and back filled with a cleaning supervisor role. These changes have occurred on the retirement of caretaking staff so have not involved a business case / management of change process.

3.2 Registrations:–

- Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee - Friday
- Attending a marriage at the register office – Saturday

4 The following removal of a charge should be noted:

4.2 Admissions to museums – withdraw the £1 fee across Powys (Y Gaer, Radnorshire Museum and Powysland Museum) and collect income through donations instead. This is based on Museum studies which show that a donation box rather than a fixed admission fee generate more income.

This is reflected in the actual donations compared with the admission fees received over the last 2 years. The current 2017/18 budget for donations and admissions is £2,380, actual received to date is £2,931; donations £2,629 and admissions £302.

4.2 Hire of Youth Centres – the fees and charges within Youth Services relates to hire of facilities. However, it has been agreed that from 31st March 2018, the Youth Service will no longer hold a portfolio of buildings, and therefore these fees and charges will cease to exist.

5 The following areas have increases significantly in excess of 3%:

5.1 Other Licences – Skin and Ear Piercing – due to the more complex nature of the trade, more officer time is required in considering and processing the applications. Therefore it is proposed to increase the fee by approximately 50%.

5.2 Burial Fees – to enable the service to move towards full cost recovery, following the increase in charges for grave digging, a 10% increase in fees is required.

5.3 Libraries – following a thorough service review the following increases are proposed:

- Reservations 50% to 67%
- Replacement tickets 100%
- Sale of withdrawn books – Adult fiction and Non-fiction 25%
- Colour printouts 14%

5.4 Registrations – to assist in full cost recovery and following benchmarking with neighbouring authorities the following increases are proposed:

To attend premises licensed for civil marriages and civil partnerships and Marriage/Civil Partnership and other Ceremonies Fee:

- Monday to Thursday 19%
- Saturday 21%
- Sunday/Bank Holidays 34%

6 The following fees and charges are proposed to reduce from 1st April 2018:

6.1 Other Licences - Taxis

Private Hire/Hackney Carriage drivers new application/renewal (-5)% and Driver Licence (-8)%

The taxi fees have been consulted on and approved by the appropriate committee. The fees were calculated using a detailed toolkit, devised and used across the Welsh Local Authority Licensing Services based on actual resource used and therefore open to fluctuation as consumption of resources from the previous year impacts on the calculation process. Income from fees with a reduction in price should be offset by those that have seen an increase.

Service Area	Service Charge Category	2018-19 Inflationary Increase %	Comments
REGULATORY SERVICES	Other Licences:		
	Gambling	0%	set by statute
	Animals	3%	recommended increase
	Taxi	-8% to 3%	approved by Licensing Committee in October 2017 - further information contained within the report
	Petroleum	0%	set by Health and Safety Executive
	Explosives	0%	set by Health and Safety Executive
	Miscellaneous	0% to 50%	0% Scrap metal - renewable every 3 years using All Wales Toolkit 0% Mobile Homes - renewable every 5 years using All Wales toolkit Skin and ear piercing 50% further details noted in report
	Water Sampling	4% to 5%	uplifted by recommended 3% and then rounded to nearest £10
	Weights and Measures	3.5%	Fees increased inline with Cymru Group, of which Powys is a member, based on Septembers inflation plus ½%. This has been adopted by a large majority of Local Authorities in Wales
	Food and H&S	3%	recommended increase. Two new fees introduced
	Licensed Premises	0%	set by statute
	Building Control	3%	recommended increase
	Planning	0%	set by Welsh Government
	Burial fees	10%	increase to assist with full cost recovery
	Dog & Pest Control	4%	uplifted by 3% and then rounded to nearest £10
FINANCE	Council Tax and NNDR - Summons and Liability Order	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination)
LEISURE AND RECREATION	Catering	0%	Depending on the outturn for 2017/18 the School meal fee may increase by 5p to 10p in September 2018
	Cleaning	1% to 2%	To enable the service to remain commercially viable, comparisons have been done with other public sector cleaning services and the private sector already operational in Powys. One additional element to existing fees has been introduced.
	Libraries	14% to 100%	Service has increased fees where possible and in line with market prices and other local authorities
	Museums	0%	Service would like fees to stay as they are so that they remain viable
	Archives	0%	Service would like fees to stay as they are so that they remain viable. Fees increased significantly in 2017/18
	Youth Services	-100%	Youth Service will no longer hold a portfolio of buildings to hire out
HIGHWAYS, TRANSPORT AND RECYCLING	Car Parks	0%	part of Service strategy
	Waste Collection	0%	part of Service strategy
	LAPAAAN	3%	recommended increase
HOUSING	Private Sector Housing	0%	based on Welsh Government guidelines, maximum charge already implemented
LEGAL AND DEMOCRATIC	Registrations	2% to 34%	Our fees for attending civil ceremonies and licensing of approved premises have not been raised for a number of years, the proposed percentage increases should assist in full cost recovery and bring us in line with neighbouring authorities. Two new fees and two additional elements to existing fees have been introduced
	Land Charges	0%	based on benchmarking with other Local Authorities, Powys is already one of the most expensive
SCHOOLS	Schools	3% to 9%	Rent on School houses has been uplifted by the recommended increase of 3%. Home to School Transport pre and post 16 has been increased by 7% and 9% respectively, to more closely reflect the actual cost of provision.
SOCIAL CARE	Social Care	0%	part of Service strategy and Welsh Government guidelines
BUSINESS SERVICES	Careline	3%	recommended increase

Service Area	Service Charge Category	Tab Colour	Last Update
Regulatory Services	Other Licences		Jan-18
	Water Sampling		Jan-18
	Weights and Measures		Jan-18
	Food and H&S		Jan-18
	Licensed Premises		Jan-18
	Building Control		Jan-18
	Planning		Jan-18
	Burial fees		Jan-18
	Dog & Pest Control		Jan-18
Finance	Council Tax		Jan-18*
Leisure and Recreation	Catering		Jan-18
	Cleaning		Jan-18
	Libraries		Jan-18
	Museums		Jan-18
	Archives		Jan-18
	Youth Services		Jan-18
	Freedom	NON PCC FOR INFO ONLY	Jan-18
	Outdoor Recreation		Jan-18
Highways Transport and Recycling	Car Parks		Jan-18
	Waste Collection		Jan-18
	LAPAAAN		Jan-18
Housing	Private Sector Housing		Jan-18
Legal and Democratic	Registrations		Jan-18
	Land Charges		Jan-18
Schools	Schools		Jan-18
Social Care	Social Care		Jan-18
Business Services	Careline		Feb-18

KEY to changes in fees	
Increase in fees and charges from previous year	
Decrease in fees and charges from previous year	
New fees and charges	
No change in fees and charges, or not applicable (na)	

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Service Area	Service Charge Category	2018-19 Inflationary Increase %	Comments
REGULATORY SERVICES	Other Licences:		
	Gambling	0%	set by statute
	Animals	3%	recommended increase
	Taxi	-8% to 3%	approved by Licensing Committee in October 2017 - further information contained within the report
	Petroleum	0%	set by Health and Safety Executive
	Explosives	0%	set by Health and Safety Executive
	Miscellaneous	0% to 50%	0% Scrap metal - renewable every 3 years using All Wales Toolkit 0% Mobile Homes - renewable every 5 years using All Wales toolkit Skin and ear piercing 50% further details noted in report
	Water Sampling	4% to 5%	uplifted by recommended 3% and then rounded to nearest £10
	Weights and Measures	3.5%	Fees increased inline with Cymru Group, of which Powys is a member, based on Septembers inflation plus ¼%. This has been adopted by a large majority of Local Authorities in Wales
	Food and H&S	3%	recommended increase. Two new fees introduced
	Licensed Premises	0%	set by statute
	Building Control	3%	recommended increase
	Planning	0%	set by Welsh Government
	Burial fees	10%	increase to assist with full cost recovery
	Dog & Pest Control	4%	uplifted by 3% and then rounded to nearest £10
FINANCE	Council Tax and NNDR - Summons and Liability Order	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination)
LEISURE AND RECREATION	Catering	0%	Depending on the outturn for 2017/18 the School meal fee may increase by 5p to 10p in September 2018
	Cleaning	1% to 2%	To enable the service to remain commercially viable, comparisons have been done with other public sector cleaning services and the private sector already operational in Powys. One additional element to existing fees has been introduced.
	Libraries	14% to 100%	Service has increased fees where possible and in line with market prices and other local authorities
	Museums	0%	Service would like fees to stay as they are so that they remain viable
	Archives	0%	Service would like fees to stay as they are so that they remain viable. Fees increased significantly in 2017/18
	Youth Services	-100%	Youth Service will no longer hold a portfolio of buildings to hire out
HIGHWAYS, TRANSPORT AND RECYCLING	Car Parks	0%	part of Service strategy
	Waste Collection	0%	part of Service strategy
	LAPAAAN	3%	recommended increase
HOUSING	Private Sector Housing	0%	based on Welsh Government guidelines, maximum charge already implemented
LEGAL AND DEMOCRATIC	Registrations	2% to 34%	Our fees for attending civil ceremonies and licensing of approved premises have not been raised for a number of years, the proposed percentage increases should assist in full cost recovery and bring us in line with neighbouring authorities. Two new fees and two additional elements to existing fees have been introduced
	Land Charges	0%	based on benchmarking with other Local Authorities, Powys is already one of the most expensive
SCHOOLS	Schools	3% to 9%	Rent on School houses has been uplifted by the recommended increase of 3%. Home to School Transport pre and post 16 has been increased by 7% and 9% respectively, to more closely reflect the actual cost of provision.
SOCIAL CARE	Social Care	0%	part of Service strategy and Welsh Government guidelines
BUSINESS SERVICES	Careline	3%	recommended increase
PLEASE NOTE: THE FEES AND CHARGES DETAILED IN THIS DOCUMENT ARE EXCLUSIVE OF VAT WHICH SHOULD BE APPLIED WHERE APPROPRIATE.			
IF YOU ARE UNSURE ABOUT THE APPLICATION OF VAT THEN PLEASE CONTACT CORPORATE FINANCE AND REFER TO THE GUIDANCE ON PAGE 4327 OF THE INTRANET VIA THE FOLLOWING LINK: http://intranet.powys.gov.uk/index.php?id=vat&L=0			

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CATEGORY	SERVICE	2016/17	2017/18	2018/19	% increase /decrease	Comments
GAMBLING	Small Lotteries - New Registration	£40	£40	£40	0%	set by statute
	Small Lotteries - Renewal	£20	£20	£20	0%	
	Notification of Gaming Machine	£50	£50	£50	0%	
	Betting Premises Annual Fee	£480	£480	£480	0%	
	Betting Premises Application	£0	£2,400	£2,400	0%	
	Family Entertainment Centre	£100	£0	£0	0%	
	Licensed Family Entertainment Centre Application	£0	£1,600	£1,600	0%	
	Licensed Family Entertainment Centre Annual Fee	£0	£600	£600	0%	
	Unlicensed Family Entertainment Centre permit (10 year permit)	£0	£300	£300	0%	
	Club Gaming Machine - New Permit	£200	£200	£200	0%	
	Club Gaming Machine - Renewal	£100	£100	£100	0%	
	Club Gaming/Machine Permit Annual fee due in the first month of applying	£50	£50	£50	0%	
ANIMALS	Riding Establishments	1-29 horses - £226.44	1-29 horses - £231	£238	3%	
		30-99 horses -	30-99 horses -	£275	3%	
		>100 horses -	>100 horses -	£349	3%	
	Animal Boarding Establishments	1-10 dogs/cats - £190.74	1-10 dogs/cats - £195	£201	3%	
		11-30 dogs/cats -	11-30 dogs/cats -	£210	3%	
		>31 dogs/cats -	>31 dogs/cats -	£219	3%	
	Pet Shops	Not Exotic -	Not Exotic - £195	£201	3%	
		Exotic - £198.90	Exotic - £204	£210	3%	
	Dog Breeding	1-10 dogs - £190.74	1-10 dogs - £195	£201	3%	

	11-30 dogs -	11-30 dogs - £204	£210	3%	
	>31 dogs - £208.08	>31 dogs - £213	£219	3%	
Dangerous Wild Animals	£459 (2 yearly	£459 (2 yearly	£473	3%	
Zoo	£488.58	£500.00	£515	3%	
Performing Animals - Registration Fee	£133.62	£137.00	£141	3%	
Home Boarder	£95.88	£98.00	£101	3%	

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Private Hire Operator: Admin charge for consideration of the Application	£362	£400	£407	2%
<i>Private Hire Operator: CRB Fee</i>	£25	£25	£25	0%
Private Hire/Hackney Carriage Drivers: Administration	£266	£256	£244	-5%
Private Hire/Hackney Carriage Drivers: Administration Charge for Renewal	£221	£256	£244	-5%
Driver Licence (1 year – on request)		£140	£129	-8%
Private Hire/Hackney Carriage Drivers: CRB Fee	£44	£44	£44	0%
Private Hire/Hackney Carriage Drivers: DVLA Fee	£3	£3	£3	0%
Plus CRB Fee	£44	£44	£44	0%
Plus DVLA Fee	£3	£3	£3	0%
Private Hire Vehicle	£132	£129	£133	3%
Hackney Carriage Vehicles	£146	£129	£133	3%
Transfer of Plate	can't charge separately recover through licence application fee	can't charge separately recover through licence	can't charge separately recover through	na

Approved by Licensing Committee in October 2017 for consultation with the trade, no objections were received.

TAXI

Replacement of Plate	can't charge separately recover through licence application fee	can't charge separately recover through licence	can't charge separately recover through	na
Plate Bracket	£11.30	£11.30	£11.30	0%
Replacement of Badge	can't charge separately recover through licence application fee	can't charge separately recover through licence	can't charge separately recover through	na
Pair of door stickers	£7.50	£7.50	£7.50	0%
Driver test	£34	£36	£36.5	1%

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PETROLEUM	Less than 2,500 litres (550 gallons)	£44	£44	£44	0%	set by HSE
	Between 2,500 litres (550 gallons) and 50,000 litres (11,000) gallons	£60	£60	£60	0%	
	More than 50,000 litres (11,000 gallons)	£125	£125	£125	0%	
	Transfer of Licence	£8.00	£8.00	£8.00	0%	

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EXPLOSIVES	Licence to store explosives >0m separation - 1 year	£185	£185	£185	0%	set by HSE
	Licence to store explosives >0m separation - 2 year	£243	£243	£243	0%	
	Licence to store explosives >0m separation - 3 year	£304	£304	£304	0%	
	Licence to store explosives >0m separation - 4 year	£374	£374	£374	0%	
	Licence to store explosives >0m separation - 5 year	£423	£423	£423	0%	
	Renewal of Licence to store explosives >0m	£86	£86	£86	0%	
	Renewal of Licence to store explosives >0m	£147	£147	£147	0%	
	Renewal of Licence to store explosives >0m separation - 3 year	£206	£206	£206	0%	
	Renewal of Licence to store explosives >0m separation - 4 year	£266	£266	£266	0%	
	Renewal of Licence to store explosives >0m separation - 5 year	£326	£326	£326	0%	
	Licence to store explosives <=0m separation - 1 year	£109	£109	£109	0%	
	Licence to store explosives <=0m separation - 2 year	£141	£141	£141	0%	
	Licence to store explosives <=0m separation - 3 year	£173	£173	£173	0%	
	Licence to store explosives <=0m separation - 4 year	£206	£206	£206	0%	

Licence to store explosives <=0m separation - 5 year	£238	£238	£238	0%
Renewal of Licence to store explosives <=0m	£54	£54	£54	0%
Renewal of Licence to store explosives <=0m	£86	£86	£86	0%
Renewal of Licence to store explosives <=0m separation - 3 year	£120	£120	£120	0%
Renewal of Licence to store explosives <=0m separation - 4 year	£152	£152	£152	0%
Renewal of Licence to store explosives <=0m separation - 5 year	£185	£185	£185	0%
Registration for up to 5 years	£105.00	£105.00	£105.00	0%
Registration Renewal for up to 5 years	£52.00	£52.00	£52.00	0%
Any other kind of variation	reasonable cost	reasonable cost	reasonable	na
Licence Variation: Amending name of licensee or address of site	£36	£36	£36	0%
Licence Variation: Transfer of licence or registration	£36	£36	£36	0%
Licence Variation: Replacement of Licence or registration if lost	£36	£36	£36	0%

MISCELLANEOUS					
	Sexual Entertainment Venue/Sex Establishment	1009.5	£1,029.70	£1,061	3%
	Street Trading Consents	397.55	405.5	£418	3%
	Skin Piercing	139.7	£142.50	£213.50	50%
	Ear Piercing -duplicate for above really no need for separate entry	139.7	£142.50	£213.50	50%
	Scrap Metal Site - New	£270	£270	£270	0%
	Scrap Metal Site - Renewal	£270	£270	£270	0%
	Scrap Metal Site - Variation	£102	£102	£102	0%
	Scrap Metal Collector - New	£270	£270	£270	0%
	Scrap Metal Collector - Renewal	£270	£270	£270	0%
	Scrap Metal Collector - Variation	£102	£102	£102	0%
	New Mobile Home Site	£776.00 plus £6/pitch	£776.00 plus £6/pitch	£776.00 plus £6/pitch	0%
	Variation of up to 2 licence conditions	£50	£50	£50	0%
	Depositing site rules	£48.32	£48.32	£48	0%
	Replacement licence	£17.36	£17.36	£17	0%
	Significant amendments	135.26	135.26	£135	0%

Scrap renewable every 3 years and calculated using an All Wales toolkit to account for full cost recovery.

Mobile homes licences renewable every 5 years and calculated using an All Wales toolkit to account for full cost recovery.

	Environmental Search Enquiry	£64.80	69.3	£71	3%	

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Category	ITEM/SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments
Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers. <u>Cold water meters</u>	£81.05 per hour	£82.67 per hour	£85.56 per hour	3.5%	
	Measuring instruments for liquid fuel and lubricants	10% surcharge	10% surcharge	10% surcharge	0%	
	Measuring instruments for liquid fuel delivered from road tankers	10% surcharge	10% surcharge	10% surcharge	0%	
	Capacity serving measures	25% surcharge	25% surcharge	25% surcharge	0%	
	Material measures of length	25% surcharge	25% surcharge	25% surcharge	0%	
Special Weighing & Measuring Equipment (per hour)	Automatic or totalising weighing machines	£81.05	£82.67	£85.56	3.5%	
	Equipment designed to weigh loads in motion	£81.05	£82.67	£85.56	3.5%	
	Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or <u>24 occurrence under the 1988 Regulations</u>	£81.05	£82.67	£85.56	3.5%	
	Weighing or measuring equipment tested by means of statistical <u>sampling</u>	£81.05	£82.67	£85.56	3.5%	
	The establishment of calibration curves from templates	£81.05	£82.67	£85.56	3.5%	
	Templates graduated in millilitres	£81.05	£82.67	£85.56	3.5%	
	Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	£81.05	£82.67	£85.56	3.5%	
Weights (per hour)	Full hourly rate for the first hour, thereafter £42.55 ph	£81.05 ph (Discount £42.55)	£82.67 ph (Discount £43.40)	£85.56 (N.B. Discount)	3.5%	
Measures (ea)	Linear measures not exceeding 3m, for each scale	£10.09	£10.29	£10.65	3.5%	
	Capacity measures, without divisions, not exceeding 1 litre	£7.55	£7.70	£7.97	3.5%	
	Cubic ballast measures (other than brim measures)	£178.45	£182.02	£188.39	3.5%	

	Liquid capacity measures for making up and checking average quantity packages	£28.21	£28.77	£29.78	3.5%
Templates (ea)	Per scale - first item	£49.05	£53.03	£54.89	3.5%
	Second and subsequent items	£18.56	£18.93	£19.59	3.5%
Weighing Instruments - Non NAWI	Not exceeding 1 tonne	£64.06 ea	£65.34 ea	£67.63 ea	3.5%
	Exceeding 1 tonne to 10 tonne	£103.77 ea	£105.85 ea	£109.55 ea	3.5%
	Exceeding 10 tonnes	£216.72 ea	£221.05 ea	£228.79 ea	3.5%
	Certification of Weighbridge Operators	£81.05 ph (No VAT Min charge of half an hour)	£82.67 ph (No VAT Min charge of half an hour)	£85.56 ph	3.5%
Weighing Instruments - NAWI	Not exceeding 1 tonne	£106.62 ea	£108.75 ea	£112.56 ea	3.5%
	Exceeding 1 tonne to 10 tonne	£165.02 ea	£168.32 ea	£174.21 ea	3.5%
	Exceeding 10 tonnes	£361.23 ea	£368.46 ea	£381.36 ea	3.5%
	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged.	50% surcharge	50% surcharge	50% surcharge	0%
Measuring Instruments for Intoxicating Liquor: (ea)	Not exceeding 150ml	£17.57	£17.92	£18.55	3.5%
	Other	£20.31	£20.72	£21.45	3.5%
Measuring Instruments for Liquid Fuel and Lubricants:	Container type (not subdivided)	£73.65 ea	£75.12 ea	£77.75 ea	3.5%

fees increased
in line with
Cymru Group

CATEGORY	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments
FOOD HYGIENE	Request for re-rating	£160.00	£160.00	£160.00	0%	Nationally set
	Food advisory service	£150.00	£150.00	£150.00	0%	Fee for 2 hours plus £34 plus vat per hour for any further hours based on actual costs.
	Food export health certificates	£81.60	£83.20	£85.70	3%	
	Voluntary surrender of foods	£81.60	£83.20	£85.70	3%	Fee for first hour, plus £34.00 per additional hours and actual costs of food disposal.
	Food hygiene training	£55.00	£55.00	£55.00	0%	
	Factual Statement HSW Act	138.05	140.80	145.02	3%	
	Primary Authority Arrangements for food hygiene					fee will be based on actual cost
HEALTH AND SAFETY	Safety Certificate for Sports Ground			516.73		

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Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments
Licensed Premises/Club Application/Variation	Band A (non-domestic rateable value £0 - £4,300)	£100.00	£100.00	£100.00	0%	same as other years as set by statute (last revision 2003)
	Band B (non-domestic rateable value £4,301 - £33,000)	£190.00	£190.00	£190.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£315.00	£315.00	£315.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£450.00	£450.00	£450.00	0%	
	Band E (non-domestic rateable value £125,001+)	£635.00	£635.00	£635.00	0%	
Licensed Premises/Club Annual Fee	Band A (non-domestic rateable value £0 - £4,300)	£70.00	£70.00	£70.00	0%	
	Band B (non-domestic rateable value £4,301 - £33,000)	£180.00	£180.00	£180.00	0%	
	Band C (non-domestic rateable value £33,001 - £87,000)	£295.00	£295.00	£295.00	0%	
	Band D (non-domestic rateable value £87,001 - £125,000)	£320.00	£320.00	£320.00	0%	
	Band E (non-domestic rateable value £125,000+)	£350.00	£350.00	£350.00	0%	
Miscellaneous	Copy of Premises Licence	£10.50	£10.50	£10.50	0%	
	Premises Provisional Statement	£315.00	£315.00	£315.00	0%	
	Premises Change of name	£10.50	£10.50	£10.50	0%	
	Premises Change DPS	£23.00	£23.00	£23.00	0%	
	Premises Transfer	£23.00	£23.00	£23.00	0%	
	Premises Interim Notice	£23.00	£23.00	£23.00	0%	
	Club Change of Name or Rules	£10.50	£10.50	£10.50	0%	
	Club Change of Registered Address	£10.50	£10.50	£10.50	0%	
	Minor Variation	£89.00	£89.00	£89.00	0%	
	Disapply DPS on Community Premises	£23.00	£23.00	£23.00	0%	
	Temporary Event Notice	£21.00	£21.00	£21.00	0%	
	TEN Copy Notice	£10.50	£10.50	£10.50	0%	
	Personal Licence	£37.00	£37.00	£37.00	0%	
	Personal Licence Copy	£10.50	£10.50	£10.50	0%	
	Personal Change Name/address	£10.50	£10.50	£10.50	0%	
	Premises Freeholder Interest	£21.00	£21.00	£21.00	0%	

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Category	Quantity	Service	2016/17	2017/18	2018/19	% increase /decrease from previous charge
Table A - New Dwellings Number of Units (Full Plans Vetting Charge): *	1		£191.49	£191.49	£197.23	3%
	2		£256.25	£256.25	£263.94	3%
	3		£337.50	£337.50	£347.63	3%
	4		£418.75	£418.75	£431.31	3%
	5		£506.25	£506.25	£521.44	3%
	6		£593.75	£593.75	£611.56	3%
	7		£618.75	£618.75	£637.31	3%
	8		£643.75	£643.75	£663.06	3%
	9		£668.75	£668.75	£688.81	3%
	10		£675.00	£675.00	£695.25	3%
	11 - 30		Quote	Quote	Quote	N/A

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Table A - New Dwellings Number of Units (Full Plans Inspection Charge): *	1		£294.15	£294.15	£302.97	3%
	2		£438.13	£438.13	£451.27	3%
	3		£631.88	£631.88	£650.84	3%
	4		£832.50	£832.50	£857.48	3%
	5		£1,026.88	£1,026.88	£1,057.69	3%
	6		£1,138.75	£1,138.75	£1,172.91	3%
	7		£1,361.25	£1,361.25	£1,402.09	3%
	8		£1,583.75	£1,583.75	£1,631.26	3%
	9		£1,806.25	£1,806.25	£1,860.44	3%
	10		£2,047.50	£2,047.50	£2,108.93	3%
	11 - 30		Quote	Quote	Quote	n/a

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Table A - New Dwellings Number of Units (Building	1		£485.64	£485.64	£500.21	3%
	2		£694.38	£694.38	£715.21	3%
	3		£969.38	£969.38	£998.46	3%
	4		£1,251.25	£1,251.25	£1,288.79	3%
	5		£1,533.13	£1,533.13	£1,579.12	3%
	6		£1,732.50	£1,732.50	£1,784.48	3%
	7		£1,980.00	£1,980.00	£2,039.40	3%

(Building
Notice
Charge):

8		£2,227.50	£2,227.50	£2,294.33	3%
9		£2,475.00	£2,475.00	£2,549.25	3%
10		£2,722.50	£2,722.50	£2,804.18	3%
11 - 30		Quote	Quote	Quote	N/A

Table B -
Amount of
Full Plans
Vetting
Charge

Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m2 in total, and which is not an exempt	£127.66	£127.66	£131.49	3%
Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and	£127.66	£127.66	£131.49	3%
	Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.	£127.66	£127.66	£131.49	3%
	Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including	£127.66	£127.66	£131.49	3%
Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£127.66	£127.66	£131.49	3%
	Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that	£127.66	£127.66	£131.49	3%
Loft Conversions	Loft conversion floor area not exceeding 40m2	£127.66	£127.66	£131.49	3%
	Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£127.66	£127.66	£131.49	3%
	Conversion of a single domestic garage in to a habitable room	£192.34	£192.34	£198.11	3%
	Replacement of windows in a dwelling (up to 20 windows)	£55.32	£55.32	£56.98	3%
	Installation or replacement of domestic sewage treatment system	£153.19	£153.19	£157.79	3%

**Table B -
Amount of
Full Plans
Inspection**

Other Works	Upgrading thermal elements (as defined in guidance note)	£55.32	£55.32	£56.98	3%
	Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) inc associated flue arrangement. (Where the installer is not a member of a 'Competent Persons Scheme')	£153.19	£153.19	£157.79	3%
	Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer is not a member of a 'Competent Persons Scheme')	£55.32	£55.32	£56.98	3%
	Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£153.19	£153.19	£157.79	3%
	Electrical Installations a. Where the installer is not a member of a 'Competent Persons Scheme'	£170.21	£170.21	£175.32	3%
Garages	Erection or extension of a detached building which consists of a garage carport or both having a floor area not exceeding 60m ² in total, and which is not an exempt	£124.51	£124.51	£128.25	3%
Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m ² , including means of access and work in connection with that extension.	£124.51	£124.51	£128.25	3%
	Any extension of a dwelling the total floor area of which exceeds 10m ² , but does not exceed 40m ² , including means of access and work in connection with that extension.	£238.72	£238.72	£245.88	3%
	Any extension of a dwelling the total floor area of which exceeds 40m ² , but does not exceed 100m ² , including means of access and work in connection with that	£331.50	£331.50	£341.45	3%

Charge	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£274.92	£274.92	£283.17	3%
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that	£367.70	£367.70	£378.73	3%
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£238.72	£238.72	£245.88	3%
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£331.50	£331.50	£341.45	3%
Table B - Amount of	Garages	Erection or extension of a detached building which	£277.39	£277.39	£285.71	3%
	Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of access and work in connection with that extension.	£277.39	£277.39	£285.71	3%
		Any extension of a dwelling the total floor area of which exceeds 10m2, but does not exceed 40m2, including means of access and work in connection with that extension.	£403.02	£403.02	£415.11	3%
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that	£505.08	£505.08	£520.23	3%
	Two Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 40m2, including means of access and work in connection with that extension.	£442.84	£442.84	£456.13	3%
		Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that	£544.90	£544.90	£561.25	3%
	Loft Conversions	Loft conversion floor area not exceeding 40m2	£403.02	£403.02	£415.11	3%
		Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£505.08	£505.08	£520.23	3%

**Building
Notice
Charge**

Other Works	Conversion of a single domestic garage in to a habitable room	£211.57	£211.57	£217.92	3%
	Replacement of windows in a dwelling (up to 20 windows)	£60.85	£60.85	£62.68	3%
	Installation or replacement of domestic sewage treatment system	£168.51	£168.51	£173.57	3%
	Upgrading thermal elements (as defined in guidance note)	£55.32	£55.32	£56.98	3%
	Installation of heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) inc associated flue arrangement. (Where the installer Uis notU a member of a 'Competent Persons Scheme')	£168.51	£168.51	£173.57	3%
	Replacement of an existing heat producing appliance (e.g. solid fuel appliance, oil fired appliance, ground source heat pump etc) (Where the installer Uis notU a member of a 'Competent Persons Scheme')	£55.32	£55.32	£56.98	3%
	Installation of a solar hot water system (Where the installer Uis notU a member of a 'Competent Persons	£168.51	£168.51	£173.57	3%
	Electrical Installations a.Where the installer Uis not Ua member of a 'Competent Persons Scheme'	£187.23	£187.23	£192.85	3%
£0 - £2,000		£110.00	£110.00	£113.30	3%
£2,001 - £5,000		£181.50	£181.50	£186.95	3%
£5,001 - £10,000		£61.22	£61.22	£63.06	3%
£10,001 - £15,000		£74.34	£74.34	£76.57	3%
£15,001 - £20,000		£87.45	£87.45	£90.07	3%

**Table C -
Cost of
Works -
Amount of
Full Plans
Vetting
Charge**

£20,001 - £25,000	£99.11	£99.11	£102.08	3%
£25,001 - £30,000	£110.77	£110.77	£114.09	3%
£30,001 - £35,000	£122.43	£122.43	£126.10	3%
£35,001 - £40,000	£134.09	£134.09	£138.11	3%
£40,001 - £45,000	£148.02	£148.02	£152.46	3%
£45,001 - £50,000	£157.10	£157.10	£161.81	3%
£50,001 - £55,000	£168.10	£168.10	£173.14	3%
£55,001 - £60,000	£179.10	£179.10	£184.47	3%
£60,001 - £65,000	£190.10	£190.10	£195.80	3%
£65,001 - £70,000	£201.10	£201.10	£207.13	3%
£70,001 - £75,000	£212.10	£212.10	£218.46	3%
£75,001 - £80,000	£223.10	£223.10	£229.79	3%
£80,001 - £90,000	£234.10	£234.10	£241.12	3%
£90,001 - £100,000	£245.10	£245.10	£252.45	3%
£5,001 - £10,000	£157.50	£157.50	£162.23	3%
£10,001 - £15,000	£191.25	£191.25	£196.99	3%

**Table C -
Cost of
Works -
Amount of
Full Plans
Inspection
Charge**

£15,001 - £20,000	£225.00	£225.00	£231.75	3%
£20,001 - £25,000	£255.00	£255.00	£262.65	3%
£25,001 - £30,000	£285.00	£285.00	£293.55	3%
£30,001 - £35,000	£315.00	£315.00	£324.45	3%
£35,001 - £40,000	£345.00	£345.00	£355.35	3%
£40,001 - £45,000	£375.00	£375.00	£386.25	3%
£45,001 - £50,000	£405.00	£405.00	£417.15	3%
£50,001 - £55,000	£435.00	£435.00	£448.05	3%
£55,001 - £60,000	£465.00	£465.00	£478.95	3%
£60,001 - £65,000	£495.00	£495.00	£509.85	3%
£65,001 - £70,000	£525.00	£525.00	£540.75	3%
£70,001 - £75,000	£555.00	£555.00	£571.65	3%
£75,001 - £80,000	£585.00	£585.00	£602.55	3%
£80,001 - £90,000	£625.00	£625.00	£643.75	3%
£90,001 - £100,000	£655.00	£655.00	£674.65	3%
£0 - £2,000	£121.00	£121.00	£124.63	3%
£2,001 - £5,000	£199.65	£199.65	£205.64	3%

**Table C -
Cost of
Works -
Amount of
Building
Notice
Charge**

£5,001 - £10,000	£240.59	£240.59	£247.81	3%
£10,001 - £15,000	£292.15	£292.15	£300.91	3%
£15,001 - £20,000	£343.70	£343.70	£354.01	3%
£20,001 - £25,000	£389.52	£389.52	£401.21	3%
£25,001 - £30,000	£435.35	£435.35	£448.41	3%
£30,001 - £35,000	£481.17	£481.17	£495.61	3%
£35,001 - £40,000	£527.00	£527.00	£542.81	3%
£40,001 - £45,000	£575.32	£575.32	£592.58	3%
£45,001 - £50,000	£618.31	£618.31	£636.86	3%
£50,001 - £55,000	£663.41	£663.41	£683.31	3%
£55,001 - £60,000	£708.51	£708.51	£729.77	3%
£60,001 - £65,000	£753.61	£753.61	£776.22	3%
£65,001 - £70,000	£798.71	£798.71	£822.67	3%
£70,001 - £75,000	£843.81	£843.81	£869.12	3%
£75,001 - £80,000	£888.91	£888.91	£915.58	3%
£80,001 - £90,000	£945.01	£945.01	£973.36	3%

Table D - Other Residential (Institution and Other) Full Plans Vetting Charge	£90,001 - £100,000	£990.11	£990.11	£1,019.81	3%
	Floor area not exceeding 10m2	£127.66	£127.66	£131.49	3%
	Floor area exceeding 10m2 but not exceeding 40m2	£170.21	£170.21	£175.32	3%
	Floor area exceeding 40m2 but not exceeding 100m2	£212.77	£212.77	£219.15	3%
	Floor area exceeding 100m2 but not exceeding 200m2	£212.77	£212.77	£219.15	3%
	Floor area not exceeding 10m2	£348.94	£348.94	£359.41	3%
	Floor area exceeding 10m2 but not exceeding 40m2	£510.64	£510.64	£525.96	3%

(Institution and Other) Full Plans Inspection Charge	Floor area exceeding 40m2 but not exceeding 100m2	£765.96	£765.96	£788.94	3%
	Floor area exceeding 100m2 but not exceeding 200m2	£936.17	£936.17	£964.26	3%
Table D - Assembly and Recreation Full Plans Vetting Charge	Floor area not exceeding 10m2	£102.13	£102.13	£105.19	3%
	Floor area exceeding 10m2 but not exceeding 40m2	£136.17	£136.17	£140.26	3%
	Floor area exceeding 40m2 but not exceeding 100m2	£170.22	£170.22	£175.33	3%
	Floor area exceeding 100m2 but not exceeding 200m2	£170.22	£170.22	£175.33	3%
	Floor area not exceeding 10m2	£279.15	£279.15	£287.52	3%

**Table D -
Assembly
and
Recreation
Full Plans
Inspection
Charge**

Floor area exceeding 10m2 but not exceeding 40m2	£408.51	£408.51	£420.77	3%
Floor area exceeding 40m2 but not exceeding 100m2	£612.77	£612.77	£631.15	3%
Floor area exceeding 100m2 but not exceeding 200m2	£748.94	£748.94	£771.41	3%

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**Table D -
Industrial
and Storage
Full Plans
Vetting
Charge**

Floor area not exceeding 10m2	£63.83	£63.83	£65.74	3%
Floor area exceeding 10m2 but not exceeding 40m2	£85.11	£85.11	£87.66	3%
Floor area exceeding 40m2 but not exceeding 100m2	£106.39	£106.39	£109.58	3%

Floor area exceeding 100m2 but not exceeding 200m2		£106.39	£106.39	£109.58	3%
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Table D - Industrial and Storage Full Plans Inspection Charge	Floor area not exceeding 10m2		£174.47	£174.47	£179.70	3%
	Floor area exceeding 10m2 but not exceeding 40m2		£255.32	£255.32	£262.98	3%
	Floor area exceeding 40m2 but not exceeding 100m2		£382.98	£382.98	£394.47	3%
	Floor area exceeding 100m2 but not exceeding 200m2		£468.09	£468.09	£482.13	3%

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Table D - All Other Use	Floor area not exceeding 10m2		£76.60	£76.60	£78.90	3%
	Floor area exceeding 10m2 but not exceeding 40m2		£102.13	£102.13	£105.19	3%

Classes Full Plans Vetting Charge	Floor area exceeding 40m2 but not exceeding 100m2		£127.66	£127.66	£131.49	3%
	Floor area exceeding 100m2 but not exceeding 200m2		£127.66	£127.66	£131.49	3%
Table D - All Other Use Classes Full Plans Vetting Charge	Floor area not exceeding 10m2		£209.36	£209.36	£215.64	3%
	Floor area exceeding 10m2 but not exceeding 40m2		£306.38	£306.38	£315.57	3%
	Floor area exceeding 40m2 but not exceeding 100m2		£459.58	£459.58	£473.37	3%
	Floor area exceeding 100m2 but not exceeding 200m2		£561.70	£561.70	£578.55	3%

Table E -
Other
Services

E1 Code for Sustainable Homes – Pre-assessment		£157.50	£157.50	£162.23	3%
E1a Code for Sustainable Homes – Registration Fee (Single dwelling)		£152.25	£152.25	£156.82	3%
E2 Code for Sustainable Homes – Design Stage Assessment (two stage payments)		£1,260.00	£1,260.00	£1,297.80	3%
E2a Code for Sustainable Homes – Additional Optional Services (per calculation)		£42.00	£42.00	£43.26	3%
E3 Code for Sustainable Homes – Post Construction		£262.50	£262.50	£270.38	3%
E4 Code for Sustainable Homes – Additional visits		£420.00	£420.00	£432.60	3%

E5 SAP Rating – On construction (New Build)		£131.25	£131.25	£135.19	3%
E6 EPC Rating - Existing Dwelling		£105.00	£105.00	£108.15	3%
E7 Copy of Decision Notices / Completion Certificates with valid ref num ber		£21.87	£21.87	£22.53	3%
E8 Copy of Decision Notices / Completion Certificates without valid ref num ber		£30.63	£30.63	£31.55	3%
E9 Letter Confirming Exemption		£30.63	£30.63	£31.55	3%
E10 Pre-		£61.25	£61.25	£63.08	3%
Demolition Notices		£78.75	£78.75	£81.11	3%

Potential Service Charges to be Introduced/ Charges levied but not yet published	CON 29 Searches - on basis of time as well as disbursements		tbc	tbc	tbc	n/a
	Street signs		tbc	tbc	tbc	n/a
	Fire Risk Assessments		POA	POA	POA	n/a
	Fire Door Assessments		POA	POA	POA	n/a

NOTES:

Our statutory fees are subject to legislation which means we are unable to make a profit to subsidise non statutory work, we have done an exercise under direction of Sue Bolter to ensure our charges are fair. This comprises Tables A, B, C and D only.

Application types can be either Full Plans, Building Notices or Regularisations.

The charge for regularisation is 140% of the Building Notice Charge, I have not added these to this list, VAT is not applicable on a regularisation application.

All fees are based on Tables A, B, C, D and E.

Table A - more than 30 units we provide a bespoke quotation

Table C - schemes of more than £100,000 we provide bespoke quotation

Table D - Commercial schemes can only be submitted via Full Plans application type

Table E - These charges are for discretionary and non statutory works.

Sue Bolter asked us all to review our fees back in December 2013, with a view to bringing in charges April 2014

KEYS: '*' - Full Plans Fees are split into two stages Full Plans Vetting charge submitted with application and Full Plans Inspection charge submitted when works commence on site, both have to be added together for total fee.

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The latest planning permission fees can be obtained by clicking on either of the following links:-

<http://www.powys.gov.uk/en/planning-building-control/apply-for-planning-permission/planning-permission-fees/>

http://pstatic.powys.gov.uk/fileadmin/Docs/Planning/Fees_june16.pdf

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Category	SERVICE	2016/17 (since 1st Jan 2016)	2017/18	2018/19	% increase /decrease from previous charge	
Excavation	Burial - Adults: Single Depth	£621.90	£621.90	£684.09	10%	
	Burial - Adults: Double Depth	£783.90	£783.90	£862.29	10%	
	Burial - Children: Stillborn to under 12 years	£188.81	£188.81	£207.69	10%	
	Burial - Children: Children over 1 month and under 12 years	£367.52	£367.52	£404.27	10%	
	Cremated Remains: All burials	£196.81	£196.81	£216.49	10%	
Monument Registrations	Right to erect a headstone & first inscription	£179.42	£179.42	£197.36	10%	
	Right to erect a kerbstone	£179.42	£179.42	£197.36	10%	
	Subsequent inscriptions	£45.52	£45.52	£50.07	10%	
Purchase of Exclusive Right of Burial (ERB)	Adults & Children 12 and over	£716.08	£716.08	£787.69	10%	
	Children - under 12 years	£358.81	£358.81	£394.69	10%	
	Stillborn/under 1 month	£179.42	£179.42	£197.36	10%	
	Cremation Space	£354.80	£354.80	£390.28	10%	
Registration of Burial	Adults & Children 12 and over	£223.15	£223.15	£245.47	10%	
	Stillborn and Children under 12 years	£0.00	£0.00	£0.00		
Miscellaneous	Scattering of Ashes	£223.15	£223.15	£245.47	10%	
	Hire of chapel (Brecon)	£116.70	£116.70	£128.37	10%	
	Genealogy Research Requests*	£53.16	£53.16	£58.48	10%	
	Saturday cremations (additional cost)	£200	£200	£220.00	10%	

	Saturday burials (additional cost)	£400	£400	£440.00	10%	
	<i>N.B: ALL CHARGES RELATING TO BURIALS SHALL BE DOUBLED IN RESPECT OF PERSONS RESIDING OUTSIDE POWYS</i>					
	<i>All fees are exclusive of VAT. * = VAT is applicable</i>					

Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	
DOG WARDEN	Kennelling fee	£46	£46	£48	4%	
	Cost per day	£12	£12	£12.50	4%	

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CATEGORY	SERVICE	2016-17	2017/18	2018/19	% increase /decrease from previous charge	Comments
Council Tax	Summons (subject to Court approval)	£50.00	£50.00	£50.00	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination)
	Liability Order	£20.00	£20.00	£20.00	0%	
NNDR	Summons (subject to Court approval)	£50.00	£50.00	£50.00	0%	as per Legislation maximum costs that can be charged in Wales is £70.00 (any combination)
	Liability Order	£20.00	£20.00	£20.00	0%	
	Council tax Premium- second homes	n/a			n/a	Housing (Wales) Act enables a 100% premium to be charged on second homes. Council determined 09/03/2016 to charge a premium of 50% from 01/04/2017 . Exceptions
	Council tax Premium -Long Term empties	n/a			n/a	Housing (Wales) Act enables a 100% premium be charged on Long-term empty properties. Council determined 09/03/2016 to charge a premium of 50% from 01/04/2017 . Exceptions to premium apply

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Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments	
External Sites	Cleaner	£11.07	£11.18	£11.18	0%		
	Cleaner in Charge	£11.22	£11.33	£11.33	0%		
	Caretaker	N/A	N/A	£12.70	0%		
Schools	Cleaner		£11.41	£11.41	0%		
	Cleaning Caretaker		£12.45	£12.70	2%		
Internal Sites	Cleaner	£10.22	£10.42	£10.52	1%		
	Cleaner in Charge	£10.22	£10.42	£10.52	1%		
	Cleaner Supervisor			£11.39	0%		
	Caretaker / Handyman	£12.57	£12.82	£12.90	1%		
	Caretaker	£13.85	£14.13	£14.13	0%		
Other sites	Fire Stations small Not including materials	£11.07	£11.18	£11.18	0%	plus materials	

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SERVICE	2016/17 (current charges on website)	2017/18	2018/19	% increase /decrease from previous charge	Comments
Fines – books	Branches: Adult: 15p per day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit.	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit.	0%	
Fines – other	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: Hire charge £1.00: no rehire; fine of 20p per day Hire charge £2.50: no rehire; fine of 50p per day to a maximum of £5.00	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day DVDs - feature films and boxed sets: 50p per open day to a maximum of	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day	0%	
Reservations	Books in stock or on order: no charge Not in stock book or periodical: £6.00 Music and play sets: £20.00	Books in stock or on order: no charge Not in stock book or periodical: £6.00 Music and play sets: from £20.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £6.00 Overdue inter-library loan items: £6.00	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of	50% and 67%	

DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3	0%	
Talking Books	Hire charge: £3.00. No charge for children's items.	Hire charge: £3.00. No charge for children's items.	Hire charge: £3.00. No charge for children's items.	0%	
Replacemen	Adult / children: £1.00	Adult / children: £1.00	Adult / children: £2	100%	
Sales of withdrawn stock	Adult fiction: from 40p Non-fiction: from 60p Junior: from 20p Audio: from 50p DVDs: from £2.50	Adult fiction: from 40p Non-fiction: from 60p Junior: from 20p Audio: from 50p DVDs: from £2.50	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	25%	Increase to Adult and non fiction only
Photocopies	A4, 15p per sheet; A3,30p per sheet	A4, 15p per sheet; A3,30p per sheet	A4, 15p per sheet; A3,30p per sheet	0%	
Paper		A4 10p per sheet	A4 10p per sheet	0%	
Printouts	A4: 15p black & white, 35p colour A3: 20p black & white, 50p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Digital copies and printouts undertaken by staff: £1.00 each	A4: 15p black & white, 35p colour A3 20p B&W, 50p Colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Digital copies and printouts undertaken by staff: £1.00 each	A4: 15p black & white, 40p colour A3 20p B&W, 50p Colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Digital copies and printouts undertaken by staff: £1.00	14%	increase to colour printouts only

Damaged & lost items	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	Books: In print: current published price Out of print: current average cost for book type	0%	
Use of Computers		Free bookable sessions	Free bookable sessions	n/a	WG requirement under the Welsh Public
Sale of memory sticks	8gb memory stick £5	8gb memory stick £5	8gb memory stick £6	0%	
Room hire	Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; Other organisations: £50.00 per 3 hour session during library opening hours; £20 per hour Use of kitchen facilities (Brecon £10.00, others £5.00) Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)	Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours Other organisations: £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others £5.00) Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)	Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours Other organisations: £50.00 per 3 hour session during library opening hours; £20 per hour plus caretaker costs for opening/closing per session outside of library opening hours Use of kitchen facilities (Brecon £10.00, others	0%	3 hour session charge out of hours

Exhibitions	Galleries: £5 for non selling exhibitions £50.00 for selling exhibitions + 10% of sales Display cases: £10 for non selling exhibitions Selling: £25 for selling exhibitions each + 10% of sales Local organisations information displays: FREE at the discretion of the Branch Librarian	Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions Local organisations information displays: FREE at the discretion of the Branch Librarian	Galleries: No charge for non selling exhibitions £50 + 10% of sales for selling exhibitions Display cases: No charge for non selling exhibitions Selling: £25 + 10% of sales for selling exhibitions Local organisations information displays: FREE at the discretion of the Branch Librarian	0%	Charge removed in 2017/18 for non-selling exhibitions
Fax	Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page	Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page	Incoming: 50p per page Outgoing: UK £1.00; Europe - £2.00 for 1st page, £1.00 for each subsequent page; World - £3.00 for 1st page, £1.00 for each subsequent page	0%	
Laminating (where	A4 size: £1.50 A3 size: £2.00	A4 size: £1.50 A3 size: £2.00	A4 size: £1.50 A3 size: £2.00	0%	
Local studies		£15 per half hour	£15 per half hour	0%	
Business desks		£5 per session	£5 per session	0%	

CATEGORY	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments
ADMISSION CHARGES	Adults	£1.00	£1.00	£0.00	-100%	proposed to remove admission fees
	Concessions	£0.50	£0.50	£0.00	-100%	
	Children	Free	Free	£0.00	n/a	
	Powys Residents	Free	Free	£0.00	n/a	
COPY CHARGES	Photocopy: Single A4/ BW	£0.25	£0.25	£0.25	0%	
	Photocopy: A4 colour	£0.50	£0.50	£0.50	0%	
	Photocopy - laminated	£1.00	£1.00	£1.00	0%	
	Photocopy: A3 B/W	£0.50	£0.50	£0.50	0%	
	Photocopy: A3 colour	£1.00	£1.00	£1.00	0%	
	Scanned photos – personal / commercial / publishing	Quote available depending on number of images	Quote available depending on number of images	Quote available depending on number of images	n/a	
ROOM HIRE	Half day incl. tea & coffee	£30.00	£30.00	£30.00	0%	
	Full day incl. tea & coffee	£60.00	£60.00	£60.00	0%	
VENUE HIRE	Filming etc. per day	Negotiable – depending on requirements	Negotiable – depending on requirements	Negotiable – depending on requirements	n/a	
SALES	Exhibition art work sales, commission, pictures / books / cards	33% of wall price	33% of wall price	33% of wall price	0%	

EDUCATION CHARGES	SLA - school annual agreement	£10.00 per child	N/A	N/A	0%	
	Visit to Museum by an educational organisation (with Education & Access Officer)	£45.00	£45.00	£46.00	0%	
	Visit to school or other educational institution (with Education & Access Officer)	£65.00 (Discount of £10.00 for 2 or more bookings made within the same financial year)	£65.00 (Discount of £10.00 for 2 or more bookings made within the same financial year)	£65.00 (Discount of £10.00 for 2 or more bookings made within the same financial year)	0%	
	Visit to Museum / Outreach visit by Education & Access Officer to Special schools / Adults with disabilities	£25.00	£25.00	£25.00	0%	
	Visit to Museum / Outreach visit by Education & Access Officer to Adult groups	£50.00	£50.00	£50.00	0%	
	Craft activities / holiday activities – per child / adult	£0-£2.50 Depending on activity	£0-£3.00 Depending on activity	£0-£3.00 Depending on activity	0%	
	Visit to retirement / nursing home	£25.00	£25.00	£26.00	0%	
	3rd Age / Adult Learning visits	£20.00 - £60.00 Depending on requirements / activity	£20.00 - £60.00 Depending on requirements / activity	£20.00 - £60.00 Depending on requirements / activity	0%	
Education Charges (Rad and Mont)	Visit to Museum by an educational organisation	Free	Free	Free	n/a	
	Use of handling collection at museum	£20 per Topic	£20 per Topic	£20 per Topic	0%	
	Use of of Victorian/WW2 school room - (Mont only)	£20	£20	£21	0%	
	Rental of handling collection	£35 per Topic	£35 per Topic	£35 per Topic	0%	
	Transport of above (delivery/return)	£0.45 per mile	£0.45 per mile	£0.45 per mile	0%	

CATEGORY	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge
Photocopies	A4 per sheet	£0.25	£0.50	£0.50	0%
	A3 per sheet	£0.40	£1.00	£1.00	0%
	Micro film / fiche printout	£0.50	£1.00	£1.00	0%
	Postal requests (cost of copies, plus postage)	£2.50 minimum charge	£3.00	£3.00	0%
Digital Images	Images digitised from the original document, on CD, per image	£5.00	charged as per staff time	charged as per staff time	n/a
	Images digitised from the original document, printout, per image	£5.00	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, on CD, per image	Quote available depending on number of images	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, printout, per image	Quote available depending on number of images	charged as per staff time	charged as per staff time	n/a
Research Service	Half an hour quick "look-up" (parish registers and census only)	£12.50	£15.00	£15.00	0%
	One hour research	£25.00	£30.00	£30.00	0%
	Two hours research	£50.00	£60.00	£60.00	0%

Photography Permit	Annual permit to take digital photographs of archive documents (for private research only)	£5.00	Daily permit £7; weekly permit £20; annual permit £50	Daily permit £7; weekly permit £20; annual permit £50	0%
Family and Local History Internet Sessions	One-to-one sessions on family or local history sources on the Internet, one hour	£5.00	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	0%

	2016/17			2017/18				2018/19					
SERVICE	Private Hire	Standard Charge	Concession Fee	Private Hire	Standard Charge	Concession Fee	% increase /decrease from previous	Private Hire	Standard Charge	Concession Fee	% increase /decrease from previous	Notes	
Kitchen / Coffee Bar	£10.00	£10.00	£10 per hour for hire of centre or by agreement /negotiation	£10.00	£10.00	£10 per hour for hire of centre or by agreement/ negotiation	0%	£0.00	£0.00	£0.00	-100%	As of next year Youth Services will no longer hold a portfolio of buildings	
Lounge / Classroom	£10.00	£10.00		£10.00	£10.00		0%	£0.00	£0.00		-100%		
Small Hall	£12.00	£10.00		£12.00	£10.00		0%	£0.00	£0.00		-100%		
Large Hall	£21.00	£12.00		£21.00	£12.00		0%	£0.00	£0.00		-100%		
Gym	£14.00	£12.00		£14.00	£12.00		0%	£0.00	£0.00		-100%		
Notes:													
ALL THE ABOVE CHARGES ARE ON													

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Category 3 Private Hire. Use by any Business, Corporation, Quango, Religious or Political groups for meetings, training, fundraising etc. Use by an individual for parties or functions. Youth & Community Officers have some discretion to negotiate fees in this area and may on occasion agree an hourly rate, i.e. Children's Birthday Parties.													

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PARK FEES AND CHARGES	CATEGORY	UP TO 1 HR			UP TO 2 HRS			UP TO 4 HRS			
LOCATION	TYPE OF VEHICLE	15/16	16/17	% increase /decrease from previous charge	15/16	16/17	% increase /decrease from previous charge	15/16	16/17	% increase /decrease from previous charge	15/16
BUILT WELLS: The Groe & Smithfield	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
KHONWELL: Beaufort St	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
HAY-ON-WYE: Oxford Road	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
HAY-ON-WYE: Market Square (short-stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A
BRECON: George St, Viaduct & New	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A

BRECON: Canal Road Coach and Lorry Park	Coach/Vehicles over 3t	£0.00	N/A	N/A	£0.00	N/A	N/A	£0.00	N/A	N/A	£0.00
BRECON: Promenade car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
BRECON: The Watton car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
BRECON: Alexandra Rd, Market St Kensington, Dinas Rd Scout Lane and Canal Rd	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
LLANDRINDOD WELLS: Town Hall	Motor Car	£0.20	£0.70	250%	£0.40	£1.30	225%	N/A	£2.50		N/A
LLANDRINDOD WELLS: Middleton St (short stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A
LLANDRINDOD WELLS: High Street	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
KNIGHTON: Norton Arms car park (short stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A
KNIGHTON: Bowling Green	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00

MIDWINTER: Downing Green	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
STEIGNE: Hereford St car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
STEIGNE: High St car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
YADER: Dark Lane car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
NEWTOWN: Ladywell car park	Motor Cars	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A
NEWTOWN: Back Lane car park & Gravel car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%	£3.00	£3.80	27%	£3.00
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%	£3.20	£4.00	25%	£3.20
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%	£3.50	£4.40	26%	£4.20
NEWTOWN: Old college	Motor Car	£0.00	£0.70		£0.00	£1.30		£0.00	£2.50		£0.00
	Vehicle & Trailer	£0.00	£1.90		£0.00	£1.90		£0.00	£3.80		£0.00
WELSHPOOL: Severn Stars car park (short stay)	Motor Cars	£0.50	£1.00	100%	£1.00	£1.50	50%	N/A	N/A	N/A	N/A
	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%	£2.00	£2.50	25%	£2.50

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Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments
Household Waste	Bulky Household Waste	£25.00 (up to 3 items) £3.00 per additional item	£25.00 (up to 3 items)	£25.00 (up to 3 items)	0%	
	Hazardous waste	Do not collect hazardous except fridges as part of Bulky £25.00	Do not collect hazardous except fridges as part of Bulky £25.00	Do not collect hazardous except fridges as part of Bulky £25.01	0%	
	Aga or similar	Quote only	Quote only	Quote only	0%	
	Piano	Quote only	Quote only	Quote only	0%	
	Felled trees, tree trunks and loppings	do not collect	Do not collect	Do not collect	0%	
	Storage Heater	Won't take bricks from storage heaters, so only pick up without bricks - quote only	Quote only	Quote only	0%	
	Old CV radiator or similar	Bulky £25.00 for 3 items	Bulky £25.00 for 3 items	Bulky £25.00 for 3 items	0%	
	Dismantled wooden garden shed not exceeding 2.4m x 2.0m	Quote only	Quote only	Quote only	0%	
	Unbegged soil, garden rubble, building and DIY waste not included elsewhere	No do not collect	Do not collect	Do not collect	0%	
	Domestic Pet Corpses (up to large dog size)		Do not collect	Do not collect	0%	
Wheeled Bin Size (240 Litre) Weekly Collection Charge:	Glass	£2.69	£2.69	£2.69	0%	
	Plastic/tins/cans/metal	£2.69	£2.69	£2.69	0%	
	Paper	£2.69	£2.69	£2.69	0%	
Wheeled Bin Size (180 Litre) Weekly Collection Charge:	Food	£4.33	£4.33	£4.33	0%	
Wheeled Bin Size (360 Litre) Weekly Collection Charge:	Cardboard & Paper	£2.69	£2.69	£2.69	0%	

Wheeled Bin Size (820 & 1100 Litre) Weekly Collection		Cardboard & Paper	£6.68-£8.91	£6.68-£8.91	£6.68-£8.92	0%
Trade	Wheeled Bin Size (300 Litre) weekly Collection Charge		£11.74	£11.74	£11.74	0%
	Wheeled Bin Size (600 Litre) weekly Collection Charge		£20.12	£20.12	£20.12	0%
	Wheeled Bin Size (1100 Litre) weekly Collection Charge		£29.24	£29.24	£29.24	0%
	Wheeled Bin Size (1280 Litre) weekly Collection Charge		£33.88	£33.88	£33.88	0%
	Trade Keroside containers - up to 6 boxes (annual fee)		£139.88	£139.88	£139.88	0%
	Trade Refuse Sacks (26 per roll) - General		£114.46	£114.46	£114.46	0%
	Trade Refuse Sacks (26 per roll) - Charity (blue)		£57.23	£57.23	£57.23	0%
Page 200 Miscellaneous	Compost Bin - to purchase from CA Sites	Delivery only available	Delivery direct to householders only £20	Delivery direct to householders only £21		0%
	Garden Waste Sacks (each)	£13.56 for roll of 10	£13.56 for roll of 10	£13.56 for roll of 11		0%
	Purple Sacks (domestic) 26 per roll	£51.88	£51.88	£51.88		0%
	School Refuse Bins					0%
	HWRS Civic Amenity Site Permit (annual fee)	£150.00	£200.00	£200.00		0%
	Bring Site Permit (annual fee)	£55.00	£55.00	£55.00		0%
Replacement Eurobins	New Replacement 1280L	£400.74	£400.74	£400.74		0%
	New Replacement 1100L	£367.02	£367.02	£367.02		0%
	New Replacement 660L	£350.95	£350.95	£350.95		0%
	New Replacement 360L	£134.66	£134.66	£134.66		0%
	Refurbished Replacement Bin (all sizes)	£144.55	£144.55	£144.55		0%
Replacement Eurobin lids	1280L	£83.57	£83.57	£83.57		0%
	1100L	£74.16	£74.16	£74.16		0%
	660L	£74.16	£74.16	£74.16		0%
	360L	£74.16	£74.16	£74.16		0%

Fee increases based on separate Service Strategy

Category	Service	Typical Minimum Notice Period	Current Charge since Oct 2015 £	Proposed charges April 2018/19	% increase	Notes
Temporary Traffic Signals	2 way lights	1 week	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
	3 / 4 way lights	6 weeks County 12 weeks Trunk	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
Scaffolding	Consideration of an application to erect over a highway any scaffolding or other structure.	1 week	£89	£92	3%	Initial consideration and first 2 weeks
	Consideration of an application to retain on or over a highway any scaffolding or other structure.	1 week	£51	£53	3%	Each additional week or part thereof
Skips	Consideration of an application for permission to deposit a skip on any highway.	1 week	£51	£53	3%	Initial consideration and first 2 weeks
	Consideration of an application for permission to retain a skip on any highway.	1 week	£26	£27	3%	Each additional week or part thereof

Hoarding	Consideration of an application for consent to erect a hoarding or fence.	1 week	£89	£92	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to retain a hoarding or fence.	1 week	£51	£53	3%	Each additional week or part thereof
Seasonal Decs,Banners/Bunting	Consideration of application to erect short term banners & decorations within or over a highway or street.	2 weeks	£102	£105	3%	
Materials storage/Working areas on the Highways	Consideration of an application for consent to temporarily deposit building materials rubbish or other things in a street that is maintainable at public expense.	1 week	£89	£92	3%	Initial consideration and first 2 weeks
	Consideration of an application for consent to continue temporarily depositing building materials rubbish or other things in a street that is maintainable at public expense.	1 week	£51	£53	3%	Each additional week or part thereof

Vehicle Access

Vehicle Access - Residential property verge and/or footway crossing. Authorisation of access and inspection of the works as required.	1 month	£124	£128	3%	
Vehicle Access - Commercial premises verge and/or footway crossing. Authorisation of access and inspection of the works as required.	1 month	£251	£259	3%	

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<p>Page 203</p> <p>Private apparatus placed in the Highway</p>	Single dwelling, non-commercial development and the like. New Connections up to 100 metres	1 month	£298	£307	3%	
	Multiple dwellings, commercial development and the like. New Connections up to 100 metres	1 month	£447	£460	3%	
	Repair, renewal or replacement of existing where no previous licence exists up to 100 metres.	1 month	£248	£255	3%	
	Repair, renewal or replacement of existing where licence already granted up to 100 metres.	1 month	£169	£174	3%	
	New connections, repair, renewal or replacement. Extra over for each additional 100 metres of excavation or part thereof.	1 month	£169	£174	3%	

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Excavations in Streets

Authorisation for temporary excavations in streets such as	1 month	£249	£256	3%	Initial consideration and first 2 weeks
Authorisation for time extension for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	1 month	£51	£53	3%	Each additional week or part thereof
Structural calculations in connection with works in Highways or Streets Checking of submitted calculations in connection with applications for consents, authorisation etc.	1 month	Quote	Quote	n/a	
Cellars under Streets Consideration for construction or control of openings to cellars etc. under the street. (Includes checking of submitted structural calculations)		£463	£477	3%	

Road Closures/Traffic Regulation Order etc.

Temporary for works in the highway	10 weeks	£960	£989	3%	
Temporary for single events on the highway	10 weeks	£460	£474	3%	First Event
Temporary for repeat events on the highway within 6 months of last event.	10 weeks	£330	£340	3%	Repeat event (within 12 months)
Traffic Regulation Order - Permanent	9 months	£3,000	£3,090	3%	
Stopping up of Highways	9 months	At cost - Initial deposit £3,000	£3,090	3%	

Use of Council venue & associated services (Excluding Brecon Market Hall)	10 weeks	Specific quote	Specific quote	Specific quote	
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Use of Council venue	Use of Council owned or operated car park for event	10 weeks	Loss of average daily income plus £75 administration	Loss of average daily income plus £77.25 administration	3%	calculated on full day b
Brecon Market Hall	basic hire per day or part thereof (0800 to midnight)	Subject to availability	£250	£258	3%	Price includes use of available trestles and table tops within Hall, the half stage which
	basic hire per day or part thereof (0800 to midnight)- Charities or additional chairs, up to 900 maximum [per 100]		£200	£206	3%	
	full stage		£15	£15	3%	
	removal of furniture to allow maximum capacity		£150	£155	3%	
	additional fee if Licenced bar to be operated		£750	£773	3%	
	additional hours after midnight [per hour or part hour]		£75	£77	3%	
			£75	£77	3%	
205	Cultivation of or planting within the Highway and maintenance thereafter.	3 months	£185	£191	3%	
	Furniture placed on highway, street, walkway etc. - Authorisation to place furniture or similar	3 months	£185	£191	3%	
	Tourist Signing - Consideration of a request for tourist signing. Excluding cost of sign(s) and installation.		£115	£118	3%	
Cattle Grids	Consideration of application to install in a highway, assessment of contribution from the Council and Report to Committee.	12 months	£563	£580	3%	

Applicant's contribution towards the costs of installation and future maintenance.			50% to 100% of cost	50% to 100% of cost	n/a	
List of Streets	View the record of highways maintainable at public expense at Headquarters.	By appointment	No charge	No charge	n/a	
	A4 print for residents in relation to their property.	2 weeks	No charge	No charge	n/a	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study max site length 0.5km (excludes rights of way).	6 weeks	£87	£90	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study & site visit max site length 0.5km (excludes rights of way).	6 weeks	£152	£157	3%	
	Opinion in relation to the extent of County classified and unclassified highways. Desk-top study and/or site visit site length over 0.5km (excludes rights of way).	variable	Quote	Quote	n/a	
	Supply of hard copy information e.g. road and traffic schemes information, report copies/extracts (incl. where distributed by email).		£27	£28	3%	Includes covering letter plus up to 5 no. A4 sheets. Additional sheets @ £0.45 each
	Accident data - standard report with plan		£10	£10	3%	Per collision

Highway information

Traffic data - (existing) each individual type of report		£67	£69	3%	Per site per report type
Traffic data - Location plan (each plan max A3 size)		£38	£39	3%	collision or survey loca
Traffic surveys - ATC including analysis & provision of data per site		£440	£453	3%	Excludes traffic management which will be quoted individually under "Works"
Traffic surveys - ATC - each additional site within 5km radius		£210	£216	3%	Excludes traffic management which will be quoted individually under "Works"
Publication - Technical Specification for Industrial and Residential Infrastructure		£53	£55	3%	
Publication - Design Guide for Industrial and Residential Infrastructure		£38	£39	3%	
Development Advice		£76	£78	3%	er hour (minimum 1 hou
Section 38 Agreement - Vetting fee for review of proposals outside agreement.		£945	£973	3%	
Section 38 Agreement - Minimum inspection / administration fee.		the greater of 7% of bond or £3,430	the greater of 7% of bond or £3,430	n/a	
APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width up to 5.5 metres.		£838	£863	3%	

APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width over 5.5 metres up to 7.3 metres.		£978	£1,007	3%	
Site inspection - Over and above that covered by the agreement.		£158	£163	3%	
Agreements - Extension beyond the initial period.		2.5% of bond per year or part thereof	2.5% of bond per year or part thereof	n/a	
Surface Water Drainage - connection to highway drainage (per dwelling where existing system has capacity).		£1,747	£1,799	3%	
Soakaways - Commuted sum for future maintenance of soakaways to deal with highway drainage.		Specific calculation for each site	Specific calculation for each site	n/a	
Non-standard construction materials - Committed sum for future maintenance.		Specific calculation for each site	Specific calculation for each site	n/a	
Checking structural proposals and calculations		Quote	Quote	n/a	
Land Drainage - Ordinary Watercourse Consent		£50*	£50*	0%	Charge set by Welsh Government. Charge valid October 2015. *Applicants should check for current price.
Consultancy		Quote	Quote	n/a	

Attendance at site - following accidents or incidents of potential damage for traffic management, debris clearance, inspection, making safe, repairs etc.		At Cost	At Cost	n/a	
Works		Quote	Quote	n/a	



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Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge
Renewals:	Landlord Loans	up to 15% of loan value (up to £25K per unit recovered over 5	up to 15% of loan value (up to £25K per unit recovered over 5	up to 15% of loan value (up to £25K per unit recovered over 5	0%
	CO2I Loans	up to 15% of loan value (up to £5K per measure recovered over	up to 15% of loan value (up to £5K per measure recovered	up to 15% of loan value (up to £5K per measure recovered	0%
	WG Houses into Homes Loans (up to £495 administration fee, plus £50 land registry fee	up to £495 administration fee, plus £50 land registry fee	up to £495 administration fee, plus £50 land registry fee	0%
	WG Houses into Homes Loans (Following Works in Default Notice - Supervised)	£750 per unit, (£25k loan per unit, up to £150k per scheme recovered in 3-years)	£750 per unit, (£25k loan per unit limit, up to £150k per scheme recovered in 3-years)	£750 per unit, (£25k loan per unit limit, up to £150k per scheme recovered in 3-years)	0%
	WG Town Centre Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	up to 15% of loan value (up to £25K per unit recovered over 5 years)	0%
	Disabled Facility Grant & Loan A	up to 15% of approved works cost value against capital budget	up to 15% of approved works cost value against capital budget	up to 15% of approved works cost value against capital budget	0%

	Safe Warm & Secure Assistance	up to 15% of approved works (subject to a £2k limit per unit in facilitation funding).	up to 15% of approved works (subject to a £2k limit per unit in facilitation funding - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	up to 15% of approved works (subject to a £2k limit per unit in facilitation funding - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	0%
Enforcement:	HMO Licensing	£750 per property	£750 per property	£750 per property	0%

REGISTRATIONS

Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Comments	
Approved premises	License (for a 3 year period)	£750	£750	£900	20%		
Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee:	Monday-Thursday	£265	£265	£315	19%	incl. 1 cert	
	Friday			£330	0%		
	Saturday	£315	£315	£380	21%		
	Sunday/Bank Hols	£335	£335	£450	34%		
	Attendance at a Registered Building (e.g.: Chapel)	£86	£86	£86	0%	set by law	
Civil Naming Ceremony Fees and Re-Affirmation of Vows/Commitment Ceremonies:	Mon - Fri	160	160	£165	3%		
	Saturday	180	180	£185	3%		
	Sunday/Bank Hols	200	200	£205	2%		
	Non-refundable booking fee	20	20	£20	0%		
Issuing a standard or short certificate of birth, death or marriage (and for statutory purposes):	at time of registration	£4.00	£4.00	£4.00	0%		
	after initial registration	£7.00	£7.00	£7.00	0%		
	after the Register has been closed	£10.00	£10.00	£10.00	0%		
	Family History - historic birth, death and marriage	£10.00 plus £1.00 admin fee	£10.00 plus £1.00 admin fee	£10.00 plus £1.00 admin fee	0%		
Attending a marriage	at the register office - Mon - Friday	£46.00	£46.00	£46 - £200	0%	depends on location	
	at the register office - Saturday			£165 - £315	0%	depends on location	
Civil Partnerships	for a certified copy issued by a registration authority: At the time of registration	£4.00	£4.00	£4	0%		
	for a certified copy issued by a registration authority: After the time of registration	£10.00	£10.00	£10	0%		
	for a certified extract issued by a registration authority: At the time of registration	£4.00	£4.00	£4	0%		
	for a certified extract issued by a registration authority: After the time of registration	£10.00	£10.00	£10	0%		
	Notices - Attestation by an authorised person of the necessary declaration	£35.00	£35.00	£35	0%		
Issuing a certificate	Special delivery 9.00am	£28.00	£28.00	£28	0%		
	Next day delivery	£20.00	£20.00	£20	0%		
	Recorded delivery	£15.00	£15.00	£15	0%		
Misc	Non refundable, non deductible booking fee for civil ceremonies	£20.00	£20.00	£20	0%		
Decommissioned rooms	Mon - Fri			£90	0%		
	Saturday			£200	0%		

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Category	Service	2016/17	2017/18	2018/19	% increase /decrease from previous charge	
Searches of the Land Charges Register	LLC1 Search of the Local Land Charges Register - view only	£0.00	£0.00	£0.00	0%	
	LLC1 Search of the Local Land Charges Register - tailored report	£6.00	£6.00	£6.00	0%	
	LLC1 Search of the Local Land Charges Register - electronic via NLIS	£4.00	£4.00	£4.00	0%	
	Personal Search of Local Land Charges Register - view only	£0.00	£0.00	£0.00	0%	
	Personal Search of Local Land Charges Register - tailored report	N/A	N/A	N/A	N/A	
	Personal Search of Local Land Charges Register - tailored report	N/A	N/A	N/A	N/A	
	Additional Parcel - view only	N/A	N/A	N/A	N/A	
	Additional Parcel - tailored report - per parcel	£1.00	£1.00	£1.00	0%	
	Additional Parcel - electronic via NLIS - per parcel	£1.00	£1.00	£1.00	0%	
Property Enquiries	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. VIEW ONLY	£76.60	£76.60	£76.60	0%	
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. TAILORED REPORT	£119.00	£119.00	£119.00	0%	
	CON29R - Standard property enquiries, requested in full (individual questions may be requested, see individual question fees below. ELECTRONIC VIA NLIS	£119.00	£119.00	£119.00	0%	
	CON29O - Optional enquiry No. 22 View Only	£22.00	£22.00	£22.00	0%	
	CON29O - Optional enquiry No. 22 Tailored Report	£22.00	£22.00	£22.00	0%	
	CON29O - Optional enquiry No. 22 Electronic Via NLIS	£22.00	£22.00	£22.00	0%	
	Drafted Enquiries - view only	£22.00	£22.00	£22.00	0%	
	Drafted Enquiries - tailored report	£22.00	£22.00	£22.00	0%	
	Drafted Enquiries - electronic via NLIS	£22.00	£22.00	£22.00	0%	
	Additional Parcel - view only - per parcel	£10.00	£10.00	£10.00	0%	
	Additional Parcel - tailored report - per parcel	£10.00	£10.00	£10.00	0%	
	Additional Parcel - electronic via NLIS - per parcel	£10.00	£10.00	£10.00	0%	
Full Search & Enquiries	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries. View only	N/A	N/A	N/A	N/A	
	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Tailored Report	£125.00	£125.00	£125.00	0%	
	Full Standard Search LLC1 & CON29R: Search of the Local Land Charges Register together with standard property enquiries, and further additional enquiries have now been included- Electronic via NLIS	£123.00	£123.00	£123.00	0%	
	Additional Parcel - View Only	N/A	N/A	N/A	N/A	
	Additional Parcel - tailored report - per parcel	£11.00	£11.00	£11.00	0%	
	Additional Parcel - electronic via NLIS - per parcel	£11.00	£11.00	£11.00	0%	
	Copy Land Charge documents - available by written request only. View only.	N/A	N/A	N/A	N/A	
	Copy Land Charge documents - available by written request only. Tailored report. Per document.	£12.00	£12.00	£13.00	0%	
	Copy Land Charge documents - available by written request only. Electronic via NLIS.	N/A	N/A	N/A	N/A	
	1.1 a-i Planning Application Decisions and Pending Applications - view only	£0.00	£0.00	£0.00	0%	
	1.1 a-i Planning Application Decisions and Pending Applications - compiled report	£20.40	£20.40	£20.40	0%	
	1.1 j-l Building Control Decisions and Pending Applications - view only	£18.10	£18.10	£18.10	0%	
	1.1 j-l Building Control Decisions and Pending Applications - compiled report	£18.10	£18.10	£18.10	0%	
	1.2 Planning Designations and Proposals - view only	£4.30	£4.30	£4.30	0%	
	1.2 Planning Designations and Proposals - compiled report	£4.30	£4.30	£4.30	0%	
	2.1 a-d Roads If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. VIEW ONLY	£0.00	£0.00	£0.00	0%	
	2.1 a-d Roads If a road, footpath or footway is not a highway, there might be no right to use it. The Council cannot express and opinion, without seeing the title plan of the property and carrying out an inspection, whether or not any existing or proposed highway directly abuts the boundary of the property. - compiled report	£17.80	£17.80	£17.80	0%	
	2.2-2.5 Public Rights of Way - view only	£20.00	£20.00	£20.00	0%	
	2.2-2.5 Public Rights of Way - Compiled Report	£20.00	£20.00	£20.00	0%	
	3.1 Land Required for Public Purposes. View only.	£1.20	£1.20	£1.20	0%	
	3.1 Land Required for Public Purposes. Compiled Report	£1.20	£1.20	£1.20	0%	
	3.2 Land to be Acquired for Road Works. View only.	£1.20	£1.20	£1.20	0%	
	3.2 Land to be Acquired for Road Works. Compiled Report.	£1.20	£1.20	£1.20	0%	
	3.3 Drainage Agreements and Consents. Please contact the relevant water authority. View only.	£1.00	£1.00	£1.00	0%	
	3.3 Drainage Agreements and Consents. Please contact the relevant water authority. Compiled Report.	£1.00	£1.00	£1.00	0%	
	3.4 Nearby Road Schemes. View only.	£4.75	£4.75	£4.75	0%	
	3.4 Nearby Road Schemes. Compiled report.	£4.75	£4.75	£4.75	0%	
	3.5 Nearby Railway Schemes. View only.	£1.80	£1.80	£1.80	0%	
	3.5 Nearby Railway Schemes. Compiled report.	£1.80	£1.80	£1.80	0%	
	3.6 Traffic Schemes. View only.	£4.75	£4.75	£4.75	0%	
	3.6 Traffic Schemes. Compiled report.	£4.75	£4.75	£4.75	0%	
	3.7 Outstanding Notices. View only.	£5.65	£5.65	£5.65	0%	
	3.7 Outstanding Notices. Compiled report.	£5.65	£5.65	£5.65	0%	
	3.8 Contravention of Building Regulations. View only.	£2.80	£2.80	£2.80	0%	

Individual CON29R Question Fees - Available to Local Land Charge Office subject to the following fees:	3.8 Contravention of Building Regulations. Compiled report	£2.80	£2.80	£2.80	0%	
	3.9 Notices, Orders, Directions and Proceedings under Planning Acts. View only.	£2.10	£2.10	£2.10	0%	
	3.9 Notices, Orders, Directions and Proceedings under Planning Acts. Compiled report.	£6.30	£6.30	£6.30	0%	
	3.10 Community Infrastructure Levy - View Only	£1.00	£1.00	£1.00	0%	
	3.10 Community Infrastructure Levy - Compiled Report	£1.00	£1.00	£1.00	0%	
	3.11 Conservation Areas. View only.	£2.10	£2.10	£2.10	0%	
	3.11 Conservation Areas. Compiled report.	£2.10	£2.10	£2.10	0%	
	3.12 Compulsory Purchase. View only.	£1.25	£1.25	£1.25	0%	
	3.12 Compulsory Purchase. Compiled report.	£1.25	£1.25	£1.25	0%	
	3.13 Contaminated Land. View only.	£2.05	£2.05	£2.05	0%	
	3.13 Contaminated Land. Compiled report.	£2.05	£2.05	£2.05	0%	
	3.14 Radon Gas. View only.	£1.55	£1.55	£1.55	0%	
	3.14 Radon Gas. Compiled report.	£1.55	£1.55	£1.55	0%	
	3.15 Assets of Community Value- View Only	£1.00	£1.00	£1.00	0%	
	3.15 Assets of Community Value- Compiled Report	£1.00	£1.00	£1.00	0%	
	4. Road Proposals by Private Bodies - view only.	£12.00	£12.00	£12.00	0%	
	4. Road Proposals by Private Bodies - compiled report.	£12.00	£12.00	£12.00	0%	
	5. Advertisements. View only.	£12.00	£12.00	£12.00	0%	
	5. Advertisements. Compiled report.	£12.00	£12.00	£12.00	0%	
	6. Completion Notices. View only.	£12.00	£12.00	£12.00	0%	
	6. Completion Notices. Compiled Report.	£12.00	£12.00	£12.00	0%	
	7. Parks and Countryside. View only.	£12.00	£12.00	£12.00	0%	
	7. Parks and Countryside. Compiled Report.	£12.00	£12.00	£12.00	0%	
	8. Pipelines. View only.	£12.00	£12.00	£12.00	0%	
	8. Pipelines. Completion only.	£12.00	£12.00	£12.00	0%	
	9. Houses in Multiple Occupation. View only	£12.00	£12.00	£12.00	0%	
	9. Houses in Multiple Occupation. Compiled report.	£12.00	£12.00	£12.00	0%	
	10. Noise Abatement. View only.	£12.00	£12.00	£12.00	0%	
	10. Noise Abatement. Compiled report.	£12.00	£12.00	£12.00	0%	
	11. Urban Development Areas. View only.	£12.00	£12.00	£12.00	0%	
	11. Urban Development Areas. Completion only.	£12.00	£12.00	£12.00	0%	
	12. Enterprise Zones. View only.	£12.00	£12.00	£12.00	0%	
	12. Enterprise Zones. Completion only.	£12.00	£12.00	£12.00	0%	
	13. Inner Urban Improvement Areas. View only.	£12.00	£12.00	£12.00	0%	
	13. Inner Urban Improvement Areas. Compiled report.	£12.00	£12.00	£12.00	0%	
	14. Simplified Planning Zones. View only.	£12.00	£12.00	£12.00	0%	
	14. Simplified Planning Zones. Compiled report.	£12.00	£12.00	£12.00	0%	
	15. Land Maintenance Notices. View only.	£12.00	£12.00	£12.00	0%	
	15. Land Maintenance Notices. Compiled report.	£12.00	£12.00	£12.00	0%	
	16. Mineral Consultation Areas. View only.	£12.00	£12.00	£12.00	0%	
	16. Mineral Consultation Areas. Compiled report	£12.00	£12.00	£12.00	0%	
	17. Hazardous Substance Consents. View only.	£12.00	£12.00	£12.00	0%	
	17. Hazardous Substance Consents. Compiled report.	£12.00	£12.00	£12.00	0%	
	18. Environmental and Pollution Notices. View only.	£12.00	£12.00	£12.00	0%	
	18. Environmental and Pollution Notices. Compiled report.	£12.00	£12.00	£12.00	0%	
	19. Food Safety Notices. View only.	£12.00	£12.00	£12.00	0%	
	19. Food Safety Notices. Compiled report.	£12.00	£12.00	£12.00	0%	
	20. Hedgerow Notices. View only.	£12.00	£12.00	£12.00	0%	
	20. Hedgerow Notices. Compiled report.	£12.00	£12.00	£12.00	0%	
	21. Flood Defence & Land Drainage Consents	£12.00	£12.00	£12.00	0%	
	21. Flood Defence & Land Drainage Consents	£12.00	£12.00	£12.00	0%	
	22. Common Land, Town and Village Greens: Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. View only.	£22.00	£22.00	£22.00	0%	
	22. Common Land, Town and Village Greens: Information also available free of charge by inspection of the definitive plan held at Llandrindod Wells. Compiled report. Compiled report.	£22.00	£22.00	£22.00	0%	

Category	SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge
Home to School Transport	Vacant Seat charge, pre 16 per term	£130.00	£140.00	£150.00	7%
	Vacant Seat charge, post 16 per term	£150.00	£160.00	£175.00	9%
	Out of county per annum				0%
School Houses Rent per Year (Peppercorn?)	Llangattock	£25.00	£25.00	£25.75	3%
	Talgarth	£180.00	£180.00	£185.40	3%
	Arddleen	£10.00	£10.00	£10.30	3%
	Buttington/Trewern	£30.00	£30.00	£30.90	3%
	Carno	£250.00	£250.00	£257.50	3%
	Dolfor	£50.00	£50.00	£51.50	3%
	Forden	£1.00	£1.00	£1.03	3%
	Gungrog	£1.00	£1.00	£1.03	3%
	Llandysilio	£5.00	£5.00	£5.15	3%
	Brynllwarch Hall	£100.00	£100.00	£103.00	3%
School Houses Rent per month	Llangorse	£485.00	£485.00	£499.55	3%
	Meifod	£277.00	£277.00	£285.31	3%
	Rhayader	£144.00	£144.00	£148.32	3%

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Category	ITEM/SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge	Notes
<div> <div>Page 219</div> <div>Miscellaneous items</div> </div>	Home Care (domiciliary care) (per hour)	£20.50 up to max of £60pw, as set by WG	£20.50 up to max of £70pw, as set by WG	£20.50 up to max of £70pw, as set by WG	0%	The fees and
	Attendance at a Older Day Centre (per day)/Day and Employment Centre	£10 per day	£15 per day	£15 per day up to max of £70pw, as set by WG	0%	charges for
	Attendance at Learning Disabilities services in the community (per day)	£15.50 per hour up to max of £60 pw, as set by WG	£15 per hour up to max of £70pw, as set by WG	£15 per hour up to max of £70pw, as set by WG	0%	Community
	Transport to Older Day Centre	Free as directed by WG	Free as directed by WG	Free as directed by WG	0%	Based Services
	24 hour Support (supported tenancy) (per week)	Up to a max of £60 per week, as set by WG	£70 per week - max of £70 per week, as set by WG	£70 per week - max of £70 per week, as set by WG	0%	will be increased
	Shared Lives scheme (per night - to a maximum of £70 per week)	£28.85 up to max of £60pw, as set by WG	£28.85 up to max of £70pw, as set by WG	£28.85 up to max of £70pw, as set by WG	0%	in line with
	Shared Lives (short terms/respite placements)	£9.00 per night up to max of £60 pw as set by WG	£9.00 per night up to max of £70 pw as set by WG	£9.00 per night up to max of £70 pw as set by WG	0%	Welsh
	Package of care i.e. a range of services - maximum	Up to a max of £60.00 as set by WG	Up to a max of £70.00 as set by WG	Up to a max of £70.00 as set by WG	0%	Government
	Respite i.e. a stay not exceeding 8 weeks	Up to a maximum of £60pw per single episode of care, as set by WG	Up to a maximum of £70pw per single episode of care, as set by WG	Up to a maximum of £70pw per single episode of care, as set by WG	0%	Guidelines when
	Direct Payment Scheme - service provision	£10.80 per hour	£20.50 up to max of £70pw, as set by WG	£20.50 up to max of £70pw, as set by WG	0%	known

[illegible]

Category	ITEM/SERVICE	2016/17	2017/18	2018/19	% increase /decrease from previous charge
Careline	Careline		47.01	48.48	3%

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Capital Strategy

2018 – 2023

Background

This is the second year that a Capital Strategy has been presented to the Council, to demonstrate the approach that sets out how capital is utilised to deliver priorities. The Council will start to develop the longer term financial strategy for the council through the Medium term Financial Strategy (MTFS), addressing the short and medium efficiency demands and capital schemes will be key to supporting this large transformation agenda.

From 2019/20 a capital strategy will be a requirement for all councils, and regulated through the Prudential Code and requirements within the Treasury Management Code of Practice. This will place responsibility on senior finance officers reporting the capital strategy to Full Council and specifically reporting on the associated risks on prudence, sustainability and affordability.

Introduction

The Capital Strategy is fundamental to the effective delivery of 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 that are identified through the Finance Resource Model (FRM) will have to be delivered through transformational efficiencies and a more effective use of resources. This involves developing a culture of innovation and co-operation across the council. There are some benefits identifiable from sharing assets and working in partnership such as reducing the running costs of our assets and the provision of enhanced customer service. 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 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 Vision 2025 and the MTFS and will provide the framework for ensuring the effective and affordable management of assets.

Key Aims of the Capital Programme

- 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.
- Clarify out how the Council identifies and prioritises capital requirements and proposals arising from various strategies including the Vision 2025, Service Improvement Plans, and other corporate strategies will be managed within the limited capital resources available.
- Challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital schemes including assessment of outcomes and achievement of value for money.

Principles

- Set a capital programme for the medium term and build on this to develop a long term plan
- Schemes included in our investment programme have been subject to a review of the business case and only those of significant priority are included in the overall project plan.
- With Capital and Revenue resources under pressure innovative and creative solutions to procuring capital assets are being sought.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

Council Vision

Vision, Values and Principles

A renewed statement of vision, values and operating principles have been developed, which provides a checklist for the Council and key partners to use as a means of holding up a mirror to the current strategy and deciding if it is improving service provision and outcomes for individuals and communities.

Vision 2025

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

An open and enterprising council, this means:

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

Having clear priorities to deliver the vision:

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

To deliver the above there is an enabling priority:

- **Making it Happen**
 - Political & Officer Leadership
 - Workforce Strategy
 - Strategic & Financial Planning
 - ICT & Business Systems
 - Performance Management
 - Communications- Engagement with Residents & Communities
 - Partnerships

Guiding principles

The Council's guiding principles are based on the Well-being of Future Generations (Wales) Act 2015, which means the decisions made must take into account the impact they could have on people living their lives in Powys in the future. The Act identifies the following five sustainable development principles:

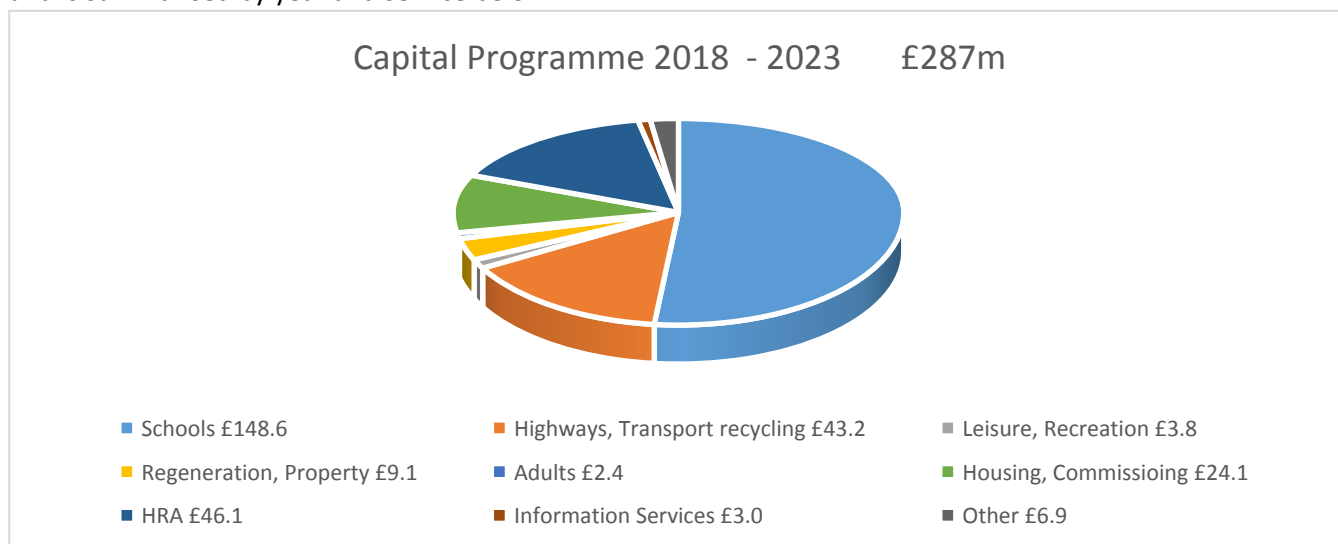
- **Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- **Prevention** - Putting resources into preventing problems occurring or getting worse.
- **Integration (cross-cutting)** - Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies.
- **Collaboration** - Working together with other partners to deliver our priorities.
- **Involvement** (communications and engagement) - Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area

Programme Overview

The Capital Programme covers three areas of expenditure. These are:

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

The current capital programme and new capital schemes approved for 2018/19 onwards total £287,260k and is summarised by year and service below:



£'000	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Ongoing capital programme	82,512	63,490	41,162	38,212	27,390	252,766
Capital Bids approved 2018/19	5,191	6,769	10,318	9,716	2,500	34,494
Total	87,703	70,259	51,480	47,928	29,890	287,260

Capital Programme

Appendix A sets out the capital schemes that will be funded over the next five years. Appendix B provides further detail of those newly approved capital bids.

Many of the capital schemes are cross cutting across the Council's priorities, the table below provides a broad view of the total programme against its core priorities:

	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>Total</u>
	£'000	£'000	£'000	£'000	£'000	£'000
Residents and Communities	40,401	33,163	16,196	13,052	7,924	110,737
Health and Care	2,119	1,590	2,046	1,888	1,300	8,944
Learning and Skills	39,367	30,882	30,182	30,232	17,910	148,572
The Economy	3,628	2,980	1,030	730	730	9,098
Making it Happen	1,610	730	220	220	220	3,000
Unallocated	578	914	1,806	1,806	1,806	6,910
	87,703	70,259	51,480	47,928	29,890	287,260

Residents and the Community

Housing

The Council is the largest social landlord in Powys and has more financial freedoms available since exiting the HRA subsidy regime. Achievement of the Welsh Housing Quality Standard is expected over the next financial year, alongside maintaining this level of estate. The HRA 30 Year Business Plan demonstrates an affordable capital strategy alongside delivering the day to day service and has key objectives linked to the Local Housing Strategy 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 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 the service 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 the service will work to ensure that the local benefit of this investment is maximised.

In addition to the ongoing capital schemes, there has been the addition of £15m to be used over three years as a Registered Social landlord loan scheme. This will match fund Welsh Government (WG) monies to support additional social housing in Powys.

Leisure and Recreation

A number of libraries are already housed in open public locations, for example Builth library at Antur Gwy, Rhayader at the Leisure Centre, Knighton Community Centre Library, Hay and Talgarth primary school community areas. Self service technology funded through capital means that customers can make increased use of the resources available even when staff are not present or are busy supporting others. PCC staff using libraries for agile working purposes will be able to borrow resources by self-service. This provides a wider more cost effective service and is linked to improving learning and skills and health and wellbeing. Presteigne library is a new scheme to refurbish to address a recent conditions survey.

The cultural hub in Brecon, Y Gaer is a major flagship capital investment scheme, involving many partners, with the co-location of library and museum services in a single cultural centre in the heart of Brecon town. The scheme involves an extensive restoration of the Grade 2* listed Brecknock Museum & Art Gallery and the adjacent construction of a new building. The Heritage Lottery Funded work on the museum will involve the restoration of the Assize Court and court room, the opening of the subterranean cells and the creation of new gallery spaces. Following the removal of some empty and redundant buildings, the 'new build' element is based on a quality design and high construction specifications, comprising of a large public atrium with tourist information and a café, a new Brecon library, rooms for education, community and conference use, a shop, a local history studies room and a controlled-environment museum store. Y Gaer, will act as a focus for the community and a significant attraction, providing a valuable boost to the regeneration of the town of Brecon, the region of Brecknockshire and the whole of the county by providing a key cultural facility of national importance for the community and visitors to the region. This is the final year of the capital scheme with the building opening in autumn 2018.

The Council has statutory responsibilities in terms of the maintenance of public rights of way. Areas that can require significant investment include the repair or replacement of bridges and the surfacing of public rights of way, in particular byways open to all traffic. These tasks have significant legal and health & safety risks if they remain unresolved. They are often issues that are beyond the scope of revenue budgets, therefore capital funding is sought to enable these larger tasks to be completed. Next year's capital programme supports Monks Trod Byway, to ensure that this byway is brought into safe and useable condition as bridleway standard.

Highways and Environment

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

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

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

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

£280k has been allocated to support a facelift of residential estates in 2018/19. Works that cannot realistically be given priority normally over outstanding safety and structural concerns, but that present such estates in an unkempt and deprived manner. The funding would be targeted at a number of large estates in the provincial towns to tackle run-down areas, and would consist of improvement to surfaces with the view of reduced ongoing maintenance costs, resulting in a sustained improvement for residents. Estates in Abercrave, Brecon, Newtown and Welshpool would be addressed in the first year.

Waste Strategy

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

PCC has followed the WG'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. Capital funding to develop these are included in the overall programme.

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. Some of these schemes will deliver efficiency savings in future years, whilst others ensure health and safety issues are minimised.

Health and Care

The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. This strategy acknowledges that people in Powys live longer and healthier lives than elsewhere in Wales and that Powys is a place aspiring to help improve the wellbeing of all people. It outlines the direction the Council will take - promoting wellbeing; offering early help and support to people; tackling the big four diseases that limit life (cancer, circulatory diseases, mental health, respiratory diseases); and providing joined up care are the key areas that become priorities for action. Ensuring people stay well, help them act early to prevent ill health and get support, and where care and treatment is required work with people to ensure care is joined up and based on what matters most to the individual.

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

Learning and Skills

Schools

The main aims of the council's Learning Service are to ensure that the children and young people of Powys are supported to be:

- Safe, healthy, confident and resilient;
- Ambitious, capable learners, ready to learn throughout their lives;
- Enterprising, creative contributors, ready to play a full part in life and work;
- Ethical and informed citizens ready to lead fulfilling lives as valued members of society.

In order to support the achievement of these aims, the council aspires to have an educational infrastructure that meets the following aims:

- Provides all learners with the opportunity to achieve high standards of achievement and attainment
- Has high quality, resilient leadership, management and learning environments
- Has a greater focus on collaboration and partnership working, in order to enable schools to provide the best possible opportunities for learners
- Enables schools to run more efficiently
- Increases demand for Welsh-medium provision and provides access to provision which will enable pupils to become confident Welsh speakers
- Develops our schools into establishments that are central to community activity

Powys County Council aims to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Major capital investment in school buildings in Powys will continue to be taken forward through the WG's 21st Century Schools programme, and the authority's programme for Band B (2019 – 2024) will focus on buildings identified to be in the poorest condition.

Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

The authority has submitted a programme of investment for Band B of the 21st Century programme, which has been approved in principle by the WG. This investment targets some of the authority's poorest condition schools, including special schools, and also provides investment to deliver Welsh-medium education, in accordance with the WG's aspiration to create a million Welsh speakers by 2050. It also includes investment in primary reconfiguration. The Programme has a 50% capital intervention rate, and it also offers a new and innovative funding route where the intervention rate is 75% - the Mutual Investment Model. The Council will develop its strategies to ensure maximisation of the potential investment opportunities that may be available via WG funding.

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

- Delivering the current Band A programme (2014-2017) jointly funded with WG
- Delivering the Band B Programme (2029 – 2024) via WG 21st Century Schools Programme Band B (2019); and
- Present a rolling programme of improvement proposals/plans to Cabinet to ensure that the county has an educational infrastructure that meets our aims.

The Economy

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, the council being 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 an annual income 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 has been done so far in 2017/18:

- Disposed of three assets from our corporate estate, with a further two expected to be completed by year end, totalling three quarters of a million pounds.
- Disposed of two assets from our farms estate, and a further three in the pipeline, with estimated receipts at over one million pounds.
- Twelve Community Asset Transfers
- Finalising a strategy for accommodation in the north of Powys to ensure the most efficient use of our buildings and that they are fit for purpose
- Moved forward with our scheme to refurbish Ladywell House which aligns with our Vision as it will provide modern office to support the business community and create a vibrant economy in the heart of Newtown, generating an annual income stream.
- Moved forward with the purchase of Abermule Business Park which again will create business units for new and growing businesses in Powys

The Future

To vision is to ensure that the property and land assets are efficient, sustainable and in the right locations to support the delivery of services and the achievement of key priorities. To facilitate this a responsive and consistent approach, is adopted, in terms of the planning and delivery of sound property management throughout the life cycle of the portfolio.

In relation to budget challenges and the achievement of the asset vision, it is necessary to 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. Buildings can be a catalyst for change, so 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 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.

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. 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

Regeneration, Property and Development

The provision of sustainable infrastructure and the availability of business units 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.

The Council need to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units. The Abermule scheme is one such scheme that sees the Authority creating a business park on a former WG site which otherwise would not have been developed in the short to medium term.

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

Our assets are helping community organisations to develop and become more sustainable by putting them on a firmer footing for the future. The Council have developed a Community Asset Transfer programme (CATs) and 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.

There have been 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.

The Council's carbon emissions need to continue to reduce to meet WG 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 schemes through RE: FIT and where it makes economic sense introduce low carbon technologies to reduce the Carbon emissions of the Councils corporate building estate.
- Continue to rationalise assets held. This will be achieved by constantly challenging the retention of assets. Target poorly performing assets and those where service delivery can be maintained by sharing and/or using remaining assets more efficiently. Seek to eliminate any duplication in the function of our assets. The Strategic Asset Board is reviewing assets on a "place" basis to deliver future revenue savings.
- 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. 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.
- Continue to modernise the way the Council work and develop agile working throughout the offices. 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.

County Farms

The County Farm Estate offers support to the largest industry in Wales – agriculture - and provides young entrants with the opportunity to establish their farm businesses on starter farms, with the prospect of progression to larger farms either within the portfolio, or in the private sector. 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, and maximise the income stream to support the budget.

A recent condition survey identified c. £4.5m of urgent works that needed doing to the farms estate buildings immediately. £1m has been utilised to address the health and safety risks to persons and the environment, for asbestos, electricals and septic tanks, with a further allocation of £500k per annum in the programme. The financial demands of this service needs to be evaluated against the income streams and outlay needed in the short term.

Making it Happen

Information Technology

The joint Information Technology Strategy underpins the ICT investment decisions. Its focus will remain in terms of detailing how to 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.

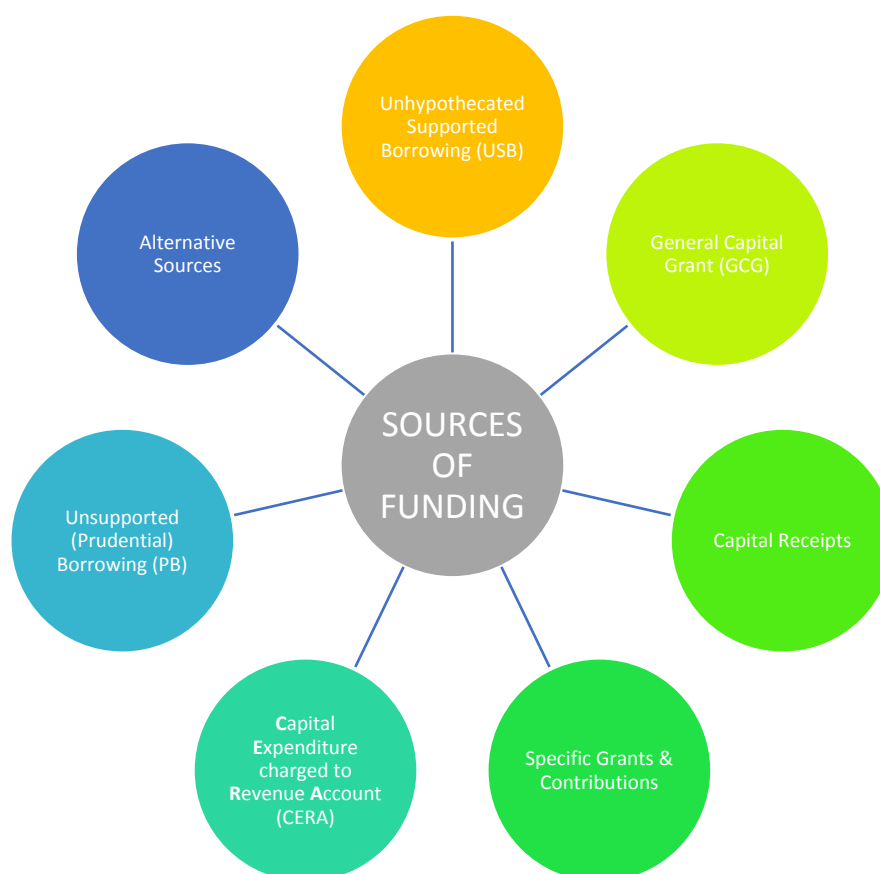
The Council has developed a secure, resilient, reliable and high performing IT infrastructure which provides the foundations to deliver real benefits for services and customers, the citizens of Powys. However, the extremely rapid pace of change and development in terms of IT means constant identifying 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.

Capital Funding

Appendix A shows how the capital programme will be funded. The schemes are reassessed each month to ensure the most cost effective funding streams are utilised, especially when slippage occurs and restricted funding has a deadline for drawdown.

The diagram below shows the sources of funding that are utilised to deliver the capital programme. Each are explained in detail at Appendix C.



Treasury Management and Annual Investment Strategy

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

The Council's 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. Part of the Council's treasury activities is to address the funding requirements for this borrowing need, based on having sufficient cash to meet the cost of the schemes this may be sourced through prudential borrowing or utilising temporary cash resources within the Council.

The Council is currently maintaining an under borrowed position. This means that the capital borrowing need has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cashflow has been used as a temporary measure. This is a prudent and cost effective approach in the current economic climate of low interest rates and is a good use of the Council's cash. Analysis of the balance sheet confirms the Authority to be in an internally borrowed position which, as mentioned above, is a prudent and cost effective approach in the current climate of low interest rates.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when the authority will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. There will remain a cost of carry to any new long-term borrowing that will cause a temporary increase in cash balances due to the difference between borrowing costs and investment returns.

The current low interest rate forecasts are set to rise in the last quarter of 2018 so, when required, new borrowing options will be considered, possibly borrowing in advance of need:

- PWLB loans up to a 25 year period
- Short dated borrowing (up to 5 years).

Any decision to borrow in advance will be within forward approved CFR estimates and will be considered carefully to ensure value for money can be demonstrated.

In determining whether borrowing will be undertaken in advance of need the Authority will:

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- ensure the ongoing revenue liabilities created and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

Minimum Revenue Provision (MRP)

MRP is the annual charge that councils are required to make for the repayment of their debt liability in respect of capital expenditure funded by borrowing, for both the General Fund and Housing Revenue Account Debt.

This capital expenditure is set out as part of the calculation of the CFR and forecasts updated regularly to reflect changing borrowing needs and the resulting costs. Key, is the requirement for a prudent provision to be made to ensure that debt is repaid over a period commensurate with that over which the capital expenditure provides benefits.

Following an MRP review, Council approved an amended MRP policy to be applied for the 2015/16 financial year and beyond, based on the following:

- MRP on Supported Borrowing. From a 4% reducing balance method to a 2% straight line calculation for supported borrowing.
- MRP on Prudential Borrowing is charged over the life of assets. Using the asset life method for current and future years' calculation of prudential borrowing MRP for both the General Fund and HRA.
- The HRA CFR, which is a combination of historic and settlement debt, would be subject to the 2% reducing balance method calculation.
- For assets under construction, the MRP is allowed to be deferred until the asset is operational so the MRP matches the useful life of the asset.

The Council has revised the method of calculation to 2% straight line for the General Fund, for debt going forward. It has now reviewed the current years MRP liability and will retrospectively make an adjustment for the period between 2007/8 and 2014/15 in order to facilitate the appropriate starting point for 2015/16. This recalculation demonstrates prudence, in that the debt liability will be repaid eight years earlier, and effectively moves the start point of the 50 years useful asset life back to 2007/08. This means that the debt liability will be reduced to nil in 2057, rather than in 2065.

Over the years 2007/08 to 2016/17, the Authority would have charged a total of £19.988m less MRP on the General Fund CFR balance as at 2007/08 if it had adopted the 2% straight line method on its historic/supported debt in 2007/08

Governance

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 capital schemes are 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 are 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. Many schemes still have little regard for revenue consequences and this has now been built into the bidding process.

The Council has the ability to further borrow, to fund additional schemes, which must demonstrate how they can contribute towards the Council's vision and help support investment and efficiency. The business cases must be clear about deliverability and added value, with clarity about the level of risk to be managed against expected reward.

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

- New schemes or additions to existing schemes
- Grant and new funding sources
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme, with virement request

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.

Appendix A

CAPITAL PROGRAMME 2018/19 to 2023/24

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
<u>Schools</u>						
Llanidloes/Machynlleth Catchment						
Modernisation	2,554	0	0	0	0	2,554
Welshpool Primary Schools	8,291	3,774	0	0	0	12,065
Brecon School Campus	15,339	3,067	0	0	0	18,406
Ysgol Bro Hyddgen	5,021	0	0	0	0	5,021
Band B Projects	0	22,041	29,182	29,232	16,910	97,365
Gwernyfed High School	5,236	0	0	0	0	5,236
Crickhowell High School Extension	925	0	0	0	0	925
Major Improvements	2,000	2,000	1,000	1,000	1,000	7,000
	39,367	30,882	30,182	30,232	17,910	148,572
<u>Highways, Transport & Recycling</u>						
Highways Core Allocation	1,500	1,500	1,500	1,500	1,500	7,500
Highways (HAMP)	3,950	3,950	0	0	0	7,900
Structural Maintenance	1,120	1,120	0	0	0	2,240
Strategic Salt Reserve	835	600	0	0	0	1,435
Fleet Facility	100	1,841	0	0	0	1,941
Depot Consolidation	200	0	0	0	0	200
Waste Management	1,714	0	0	0	0	1,714
Vehicle Replacement Programme	3,904	2,122	4,272	2,628	2,500	15,426
Capital Bids 2018/19	3,057	300	1,500	0	0	4,857
	16,380	11,433	7,272	4,128	4,000	43,213
<u>Regeneration, Property and Commissioning</u>						
Community Regeneration and Development Fund	230	230	230	230	230	1,150
Abermule Business Park	745	0	0	0	0	745
Regeneration Fund	0	400	400	400	400	1,600
County Farms	100	100	100	100	100	500
County Farms	500	500	0	0	0	1,000
Ladywell House	1,500	0	0	0	0	1,500
Office Accommodation Review	0	1,500	0	0	0	1,500
Other Regeneration and Property	235	0	0	0	0	235
Capital Bids 2018/19	318	250	300	0	0	868
	3,628	2,980	1,030	730	730	9,098
<u>Housing and Commissioning</u>						
Disabled Facilities Grant	1,300	1,300	1,300	1,300	1,300	6,500
Safe, Warm and Secure	200	200	200	200	200	1,000
CO2i Assistance	48	48	0	0	0	96
Landlord Loans	200	200	0	0	0	400
Gypsy & Traveller Site - Machylleth	77	870	0	0	0	947
Capital Bids 2018/19	0	5,150	5,000	5,000	0	15,150
	1,825	7,768	6,500	6,500	1,500	24,093

Leisure and Recreation

Y Gaer	2,630	0	0	0	0	2,630
Y Gaer - Library Fit out	275	0	0	0	0	275
Byway Programme	187	187	0	0	0	374
Footbridges - Replacement Programme	15	15	15	15	15	75
Capital Bids 2018/19	250	188	0	0	0	438
	3,357	390	15	15	15	3,792

Information Services

Replacement Hardware	220	220	220	220	220	1,100
IT Strategy	500	500	0	0	0	1,000
Replacement Infrastructure	360	10	0	0	0	370
Capital Bids 2018/19	530	0	0	0	0	530
	1,610	730	220	220	220	3,000

Adult Services

Refurbishment of Substance Misuse Office	443	0	0	0	0	443
Capital Bids 2018/19	376	290	746	588	0	2,001
	819	290	746	588	0	2,444

Local (small) Capital Schemes	500	500	500	500	500	2,500
Unallocated Resources	78	414	1,306	1,306	1,306	4,410
Total	67,564	55,387	47,771	44,219	26,181	241,122

Financed By

Supported Borrowing	9,794	5,280	4,632	4,632	4,632	28,970
Prudential Borrowing	20,171	32,828	21,137	19,204	7,455	100,795
General Capital Grant	2,819	2,819	2,819	2,819	2,819	14,095
Grants	21,951	11,771	14,591	14,616	8,455	71,383
Capital Receipts	2,174	348	100	100	100	2,822
Revenue/Reserves	10,656	2,342	4,492	2,848	2,720	23,058
Total	67,564	55,387	47,771	44,219	26,181	241,122

Housing Revenue Account

Welsh Housing Quality Standard	9,709	6,622	3,709	3,709	3,709	27,458
Old Persons Dwellings	750	700	0	0	0	1,450
Zero Carbon Initiative	3,225	3,354	0	0	0	6,579
New Builds/Purchases	5,080	3,931	0	0	0	9,011
Adaptions	255	265	0	0	0	520
Level Access Bungalows	1,120	0	0	0	0	1,120
Total	20,139	14,872	3,709	3,709	3,709	46,138

Financed By

Prudential Borrowing	8,679	2,974	0	0	0	11,653
Grant	6,109	5,509	3,709	3709	3709	22,745
Capital Receipts	0	0	0	0	0	0
Revenue/Reserves	5,351	6,389	0	0	0	11,740
Total	20,139	14,872	3,709	3,709	3,709	46,138

Appendix B – New Capital Schemes Agreed

Service	Scheme	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Total £'000
Adults Services	ODC - Arlais/Lant Avenue, as per business case from property	176					176
Adults Services	PCC Care Homes (BUPA) - capital works based on estimates		90	446	288		825
Adults Services	Community Equipment e.g. profile beds	100	100	100	100		400
Adults Services	Telecare	100	100				200
Adults Services	Innovative use of robotics e.g. Pepper			200	200		400
Highways, Transport and Recycling	Abermule Recycling Facility	350					350
Highways, Transport and Recycling	Brecon Transfer Station	1,000					1,000
Highways, Transport and Recycling	Food waste hoppers for all 3 waste depots.	400	200				600
Highways, Transport and Recycling	In cab technology	200					200
Highways, Transport and Recycling	Traffic & Travel - Electric charge points in Car Parks	100	100				200
Highways, Transport and Recycling	Salt Barns - Phase 2				1,500		1,500
Highways, Transport and Recycling	Residential Estates Facelift Scheme	281					281
Highways, Transport and Recycling	Materials Storage Bays in Highways Depots	126					126
Highways, Transport and Recycling	Land Drainage	150					150

Highways, Transport and Recycling	Traffic & Travel Equipment	100					100
Highways, Transport and Recycling	Fleet Replacement Programme	660	590	4,272	2,628	2,500	10,650
Highways, Transport and Recycling	HWRC compaction	100					100
Highways, Transport and Recycling	Transport Infrastructure Fund	250					250
Housing	Abritas System, Homelessness & Housing Register - Powys host register, statutory obligation		150				150
Housing	Housing Loan's to RSL		5,000	5,000	5,000		15,000
Information Services	ICT Refresh	430					430
Information Services	Cyber Security Improvements	100					100
Leisure and Recreation	Monks Trod Byway	150	188				338
Leisure and Recreation	Presteigne Library	100					100
Regeneration Property	Presteigne Cemetery	168					168
Regeneration Property	Targeted Regeneration Investment Programme (TRIP)	150	250	300			700
Total Capital New		5,191	6,769	10,318	9,716	2,500	34,494

Appendix C Capital Funding Options



Prudential Indicators

Table 1
Ratio of financing costs to net revenue stream

	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£000	£000	£000
Financing Costs	14,437	15,143	21,015
Net Revenue Stream	247,214	245,609	244,214
Council Fund	4.93%	5.84%	6.17%
Financing Costs	5,433	5,817	5,499
Net Revenue Stream	23,986	25,062	26,179
HRA	22.65%	23.21%	21.01%

Table 2
Capital Financing Requirement

	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£000	£000	£000
Non-HRA	278,605	311,513	331,811
HRA	104,310	105,105	102,899
Total	382,916	416,618	434,710

Table 3
Authorised Limit for External Debt

	2018/19	2019/20	2020/21
	£m	£m	£m
Borrowing	381	411	431
Other Long Term Liabilities	20	20	20
Total	400.0	430.0	450.0

Table 4
Operational Boundary for External Debt

	2018/19	2019/20	2020/21
	£m	£m	£m
Borrowing	370	400	420
Other Long Term Liabilities	20	20	20
Total	390.0	420.0	440.0

Table 5
Change in External Debt

	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£	£	£
Council Fund			
External Debt			
Debt at 1st April	165,301	249,111	289,675
Expected change in Debt	64,310	40,564	24,092
Other Long Term Liabilities	19,500	19,500	19,500
Expected change in OLT	0	0	0
Estimated Gross Debt at 31st March	249,111	289,675	313,767
CFR	278,605	311,513	331,811
Under / (Over) Borrowing	29,494	21,838	18,044
HRA			
External Debt			
Debt at 1st April	86,058	104,310	105,105
Expected change in Debt	18,252	795	-2,206
Other Long Term Liabilities	0	0	0
Expected change in OLT	0	0	0
Estimated Gross Debt at 31st March	104,310	105,105	102,899
CFR	104,310	105,105	102,899
Under / (Over) Borrowing	0	0	0

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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\ Report

Independent Assessment of the Proposed Budget for 2018/19 and the Adequacy of Reserves held

Powys County Council

January 2018

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This report has been commissioned by the Powys County Council Head of Financial Services to provide an independent review and assist in the assessment of how the Council has developed its budget proposals in line with the requirements of the The Local Government Act 2003. This (the Act) requires an authority's Chief Finance Officer, Section 151 Officer (the Head of Financial Services), to make a report to the authority when it is considering its budget and Council Tax. The report must provide assurance on the robustness of the estimates, highlighting the risks associated with its deliverability and the adequacy of the reserves allowed for in the budget proposals.

This CIPFA report details our brief, approach, findings and conclusions. As with all public sector organisations including local government the challenges of providing public services with diminishing resources means having a clear understanding of the financial position, risk and options when making decisions. This report highlights our findings at Powys and indicates conclusions around further activity and direction.



Chris Tidswell FCPFA

Head of CIPFA Wales

CIPFA

1. Introduction

- 1.1 The Local Government Act 2003 requires an authority's Chief Finance Officer, Section 151 Officer (the Head of Financial Services), to make a report to the authority when it is considering its budget and Council Tax. The report must provide assurance on the robustness of the estimates, highlighting the risks associated with its deliverability and the adequacy of the reserves allowed for in the budget proposals.
- 1.2 This report has been commissioned by the Head of Financial Services to assist her in this assessment. CIPFA has been asked specifically to provide an independent review of how the Council has developed its budget proposal in terms of:
- How well it understands the financial position it faces;
 - The risks embedded within the proposal and how these will be managed;
 - The robustness of the savings plans;
 - The level of reserves maintained and their adequacy;
 - The process in place for monitoring the delivery of the proposal during the forthcoming year.
- 1.3 In order to carry out this work we have reviewed a series of reports and presentations and interviewed a number of senior officers and Members. In the time available we have not been able to test the accuracy of the numbers nor have we been able to validate how well the various processes operate in practice. Our report relies on the accuracy of the documentation provided to us and on the representations provided by officers and Members. A list of the documents reviewed is provided in Appendix 1 of this report while a list of interviewees is provided in Appendix 2.

2. Budget Context

- 2.1 The Council's budget for 2018/19 is set in the context of continuing financial pressure due to reductions in the level of external funding. At the time of writing this report the final settlement figure for the 2018/19 Welsh block grant was known but had not been considered by Members. The budget for the year has now been based on an assumed reduction of 0.4% in the level of external funding and a 5.0% increase in Council Tax.
- 2.2 The local context affecting the Council's 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.
- 2.3 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.

- 2.4 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.
- 2.5 A recent inspection of the Council's services for children has been critical of the standard of service provided to the extent that an Improvement Board has been set up reporting directly to the Welsh Government minister. Furthermore, the Council will be subject to an inspection of Adult Services later in January and in its internal assessment the Council has identified that some improvements need to be made. Partly as a result of these reports, and because of increased service demands, the Council has identified additional service pressures, included in the draft 2018/19 budget amounting to £4.6m for Adult Services and £6.2m for Children's Services. Together with additional funding requirements for other services the draft budget for 2018/19 has a total of £14.7m for additional service pressures for the year.
- 2.6 Despite the challenges being faced the Council continues to develop and refine its strategic financial planning arrangements and takes a longer term approach to forecasting. The summary Financial Resource Model that we have seen covers the period 2018/19 to 2022/23 in terms of outline planning totals.
- 2.7 We understand that the Council has delivered substantial savings over the last few years amounting to £73m between 2012/13 and 2017/18. However, we are also aware that the Council's ability to deliver planned savings has decreased from 84% in 2013/14 to 76% in 2015/16 and that, at the end of that year, the level of unachieved savings was £3m. At the end of 2016/17 the equivalent figure was £2.5m which represents 79% delivery. We set out the position for 2017/18 in more detail in Section 5 of this report.

3.0 Robustness of Budget proposals

3.1 Budget Setting Process

- 3.2 As a result of the council elections in May 2017 a new administration was formed to run the Council based on a coalition of Conservative and Independent Members. Approximately 50% of the current Members of the Cabinet are in their first term of office. As a result the Director of Resources and the Head of Financial Services ran a series of Financial Briefing Workshops for the Cabinet to increase their understanding of the financial processes and position of the Council. The induction has been followed up by a series of Budget Workshops during September and October 2017.
- 3.3 The development of the budget has continued through a second round of workshops with the Cabinet and the full Council in November and December 2017 culminating in a full Council Budget Seminar on 19 December 2017.

The objective of this session was "To provide an update on the budget proposal being developed by Cabinet further to the Council Seminar held on 29th November 2017 and to provide Members with a better understanding of the savings proposed within the budget". We have reviewed the slides used in the seminar and they provide a clear indication of the Council's budget position for 2018/19 and for the period of the Medium Term Financial Planning period from 2018/19 to 2022/23.

- 3.4 The overall Medium Term Financial Planning position of the Council has been controlled through the Financial Resource Model (FRM). For the 2018/19 budget cycle Directorate Financial Resource Models have been introduced. These have been designed to enable each Service and Directorate to consider, record and plan their individual financial strategies as well as inform the corporate financial decision making process. These will also ensure that all the relevant information is submitted into the process in a structured, equitable way and will improve the overall decision making at a corporate level.
- 3.5 The Council has recognised that It is essential that financial decisions are undertaken at a whole council level, providing a more transparent view of the Council's available resources, the impact of decisions across the whole Council and the effective alignment of resources across both capital and revenue budgets to deliver the Council's "Vision 2025". Although it may be seen as reducing decision making at a service/Directorate level it is designed to ensure that the use of resources is prioritised by effective financial planning at a corporate level.
- 3.6 The FRMs that have been developed were intended to cover a 5 year period but not all directorates have fully developed their plans for the period after 2018/19. The FRMs have been designed to capture everything of a financial nature including the following: -
- General Pay and Price pressures;
 - Contract Pressures – Inflationary uplifts, risk of price changes at retendering;
 - Service Demand Pressures;
 - Demographic Changes – rising or falling;
 - New responsibilities – e.g. Statutory, regulatory changes;
 - Additional Income Streams – demand led increases;
 - Expected Capital Receipts;
 - Grant Income increases;
 - Grant Income reductions or transfers into the settlement;
 - Capital requirements;
 - Mitigating action to deal with pressures;
 - Savings;
- 3.7 The Directorate Management Team will own the FRM and its content and take the appropriate action to mitigate cost pressures. At specific points in the cycle the FRMs will be forwarded for discussion at Corporate Management Team. The plans are 'live' documents and will be updated on a continual basis as implications become known.

There will be cut off points for data to be included in the overall budget proposal as the Cabinet makes its final decisions each year. The FRMs will capture Revenue and Capital considerations. In terms of the process for approval the FRMs will be approved first by Directorate Management Teams, then by the Corporate Management Team before the final sign-off by the Cabinet.

3.8 At a more detailed level Finance Business partners have worked closely with Heads of Service and Directorate Management Teams to ensure that the budget process has operated as intended and that financial information is robust and comprehensive.

3.9 We have reviewed the budget planning process and the use of FRMs in each directorate and we have discussed the effectiveness of both with Service Directors. In terms of comments from Directors these may be summarised as follows:

- There is a well established system although it has changed this year;
- The forms and documentation are fine;
- There is more involvement of budget holders and the process is more open;
- Financial support has been good but input from Business Partners can be inconsistent and there is scope for improvement;
- The process is now more thorough and better focused;

3.10 Overall, Directors consider that the process is working well and that budget holders are more closely involved with decision making despite the increased emphasis on central control of priorities. On the basis of our review of documents and the interviews that we have carried out we are satisfied that the Council has implemented a robust and effective budget planning process that aligns the use of resources with the Council's overall priorities.

3.11 Impact Assessment

3.12 The Council has taken steps to increase its awareness of the consequences of savings and to ensure that it is taking into account legislative requirements. The scale of the reductions required means that the Council must assess the impacts carefully.

3.13 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. 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.

3.14 In order to ensure a consistent approach to impact assessment the Council has introduced an Impact Assessment form that must be completed for every service change proposal. The form is part of a toolkit that was introduced in April 2017. A comprehensive list of all Impact Assessment forms is maintained by the Council.



We understand that the use of the forms has been acknowledged by the Wales Audit office. However, our interviews with Directors revealed the following summary of comments, forms may:

- Confuse equality with financial impacts;
- Be too detailed and take too long to complete;
- Result in a slow process that needs review;
- Are useful but need to be refined.

3.15 The combined impact assessment approach helps to ensure statutory compliance with key legislation and it provides a useful summary of how service proposals have been developed. However, the process appears to be slightly cumbersome in operation. We recommend that the toolkit should be reviewed to see if a more streamlined and effective approach can be designed. This needs to be carried out as a matter of some urgency as potential savings for 2019/20 will need to be identified early in 2018/19. We will refer to this issue again later in this report.

3.16 Risk Management

3.17 There are a number of risks associated with any budget plans. We understand that in 2014 the council revised its approach to risk management and this is now 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.

3.18 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.

3.19 The following specific risks have also been considered:

Budget Savings – The level of savings required in 2018/19 was set out in the Council Budget Seminar as £8.6m. This is a very significant level of saving to be achieved particularly in the light of the Council's recent record on the actual implementation of savings referred to above. 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. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures that the Cabinet has visibility of financial performance.

One-off Funding Adjustments – The Revised FRM in the Council Budget Seminar contains one-off funding adjustments of £11.9m in order to achieve a balanced budget. Although this is acceptable in 2018/19 it increases the risk of not achieving a balanced budget in succeeding years as, by definition, it can not be repeated.

In effect potential underspends are carried forward in the base budget and hence further savings will need to be found for 2019/20. This is a serious area of risk and we will return to this issue in Section 7 of this report.

Inflation – Pay Awards have been included at 2% for 2018/19. Other key inflationary factors have also been included, but with the current low rate of inflation the majority of non pay budgets have been cash limited. Regular updates provided by the Council's advisers will assist in reviewing the position on a regular basis.

Employers' Pension Contribution – In 2017/18 the actuarial evaluation of the pension fund identified an increased pension fund deficit. Following discussion and negotiation with the Actuaries it was agreed that the Council would pay an employers' contribution rate of 18.7% plus a fixed lump sum each year. An additional £750k per annum was included in the budget proposal for 2017/18 and the two subsequent years to meet these additional costs. Accordingly, the budget proposal for 2018/19 includes additional expenditure of £750K for this item.

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 and annual uplifts to keep in line with rising cost. The Council will approve the Fees and Charges Register at its meeting on 22 February 2018.

Council Tax – Collection rates continue to be good in Powys at 97.67% at the end of a financial year with the figure rising above 99.06% after the accounts have been closed. The 2018/19 budget proposal contains a 5.0% increase in Council Tax but the future assumed collection levels will be kept under review.

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 the Council's borrowing and investment strategies, the financial climate has a significant impact on these activities. The Council continues to monitor these on a daily basis. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing borrowing wherever possible. This ensures that wherever possible the Council's long term borrowing for capital projects takes advantage of the historically low level of debt interest.

Change Delivery Capacity – Although the Council will achieve a balanced budget in 2018/19 future years from 2019/20 to 2022/23 include savings that are described as "Transformation required to balance budget". In effect the use of one-off adjustments in 2018/19 is storing up budget pressures for future years. Although the Council is well aware of this issue we consider it to be a major area of risk over the period of the current Medium Term Financial Strategy. We will return to this issue in Section 7 below.

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. The date set for approval is 22nd February 2018.

Adequacy of the Authority's Insurance Arrangements – The Council's insurance arrangements are a balance between external insurance premiums and an insurance reserve to "self insure". The Council also uses the services of an external insurance advisor to provide additional expertise in managing its insurance arrangements.

4 The Monitoring Process

- 4.1 The Council has well established budget monitoring and internal control arrangements and these act as an effective early warning system in identifying potential problems and for managing potential areas of risk. Finance Business Partners are located centrally within the Resources Directorate but they work closely with Directors and Heads of Service. The Council recognises that there is inconsistency in the approach adopted by Business Partners but training has been put in place to address this issue. We discussed budgetary control procedures with Directors and in summary their comments were as follows:
- Finance have been very helpful in working with managers;
 - Budget monitoring reports are produced on a timely basis and there is good financial support;
 - Business Partners are sometimes invited to Directorate Management Team meetings but this appears to be inconsistent;
 - One to one meetings of Business Partners with Heads of Service are seen as very helpful but they do not appear to occur consistently.
- 4.2 Monthly reports are provided to Budget Holders, Heads of Service, Strategic Directors and Cabinet. The reports monitor performance against budget with full year forecasting and variance reporting, the delivery of savings and the forecast use of reserves are also included.
- 4.3 Budget Challenge events are also undertaken throughout the year to challenge financial performance at a service level. No service area should plan to overspend, all expenditure should be consistent with approved service priorities and the overall approved budget.
- 4.4 Various Scrutiny fora involving members are also in place.
- 4.5 This ongoing regular review highlights problems and risks early so that corrective action can be put in place and this is supported by a clear virement process which provides some flexibility to adapt expenditure patterns to meet changing needs and objectives.

4.6 As part of our work we reviewed the Financial Overview and Forecast Report as at 30th November 2017 that was to be presented to the Cabinet Executive on the 9th January 2018. The report is comprehensive in that it provides information covering:

- A summary Revenue forecast for the year;
- A Revenue forecast by Directorate;
- The current position on efficiency savings and a sensitivity analysis on the confidence of delivery;
- A deficit recovery plan;
- A statement on the projected level of reserves at the year end.

4.7 We had some concerns over the timeliness of reporting but we were assured that, although the end of November figures were not being reported formally to Members until the 9th January 2018, monthly figures are available by the 11th working day after each month end. In addition the month end figures are examined informally by the Cabinet two weeks before the formal Cabinet meeting.

4.8 Based on our review of the available documentation and our discussions with Directors we have formed the view that there are good arrangements in place for budget monitoring and control although there is scope for further improvement as outlined above. Reporting appears to be timely and to the appropriate fora thus providing time for corrective action to be taken in year.

5. Current year position

5.1 The overall financial position for the Council for the 2017/18 financial year is a forecast overspend of £4.5m, excluding HRA and Delegated Schools, as at the end of November 2017. The table below shows the breakdown of the overspend:

Summary Forecast by Directorate	Total Working Budget	Approved Use To / (From) Reserves	Forecast Spend	Variance (Over) / Under Spend	
	£'000	£'000	£'000	£'000	%
People	71,025	2	77,417	(6,392)	(9)
Place	38,494	(8,153)	37,754	740	2
Schools	24,459	(1,158)	24,983	(524)	(2)
Resources	18,261	(554)	18,068	193	1
Central Activities	12,299	(456)	10,785	1,514	12
Total	164,538	(10,319)	169,007	(4,469)	(3)
Housing Revenue Account	0	(53)	(108)	108	
Schools Delegated	75,442	(2,027)	75,578	(136)	(0)
Total including HRA and Delegated Schools	239,980	(12,399)	244,477	(4,497)	(2)

- 5.2 The largest contributor to this overspend is the People Directorate which shows a projected figure of £6.4m. Within this total £4.5m is due to Children's Services and £1.9m from Adult Services.
- 5.3 Included within the forecast is an efficiency saving target of £11.78m which is made up of in year and undelivered previous years' targets. We understand that the forecast above includes only those savings that have been achieved or have progressed to a point where there is confidence in final delivery taking place. The efficiency savings target of £11.78m is made up as follows:

Financial Year	Target £'000	Delivered £'000	Variance £'000
2015/16	1,323	44	1,279
2016/17	841	476	365
2017/18	9,616	6,546	3,071
Total	11,780	7,066	4,714

- 5.4 The Council has carried out a sensitivity analysis for the delivery of the savings figures and the potential impact on the outturn position. This shows that the overspend could be reduced to £3.8m if all savings with a RAG Amber rating could be achieved and an underspend of £245K could be achieved if all savings are delivered.
- 5.5 In order to mitigate the projected overspend a Deficit Recovery Plan was submitted to the October meeting of the Cabinet. This set out £2m of actions to be pursued to reduce the level of the projected overspend. These actions were to:
- Place Directorate to transfer capital costs currently funded from Revenue totalling £564K;
 - Seek a capitalisation direction of £500K for transformation costs;
 - Fund £1m of additional spending from capital rather than revenue so that reserves set aside for capital can be used to fund revenue instead.
- 5.6 The Council is intending to fund the remaining £4.5m overspend by making one-off adjustments to the Minimum Revenue Provision. These adjustments are explained fully in a separate report being presented to the Cabinet Executive on 16th January 2018 so we have not repeated that information here. The adjustment has been agreed with the Council's Treasury Advisers.
- 5.7 The net effect means that there will be no budget deficit at the end of 2017/18 but the overspend will remain in the base budget for 2018/19. Further adjustments to the MRP in 2018/19 and subsequent years of the MTFS will be available to support services.

5.8 Based on our review of the various reports referred to above and our discussions with Directors we are of the view that the Council is well aware of the likely overspends for 2017/18 and that appropriate action has been taken to meet the overspend. Timely action has been taken through the Deficit Recovery Plan and by making one-off adjustments to the MRP.

6. **Budget Position 2018/19 and 2019/20**

6.1 In the Revised Financial Resource Model presented to the Council Budget Seminar on 19th December 2018 the following table shows a balanced budget for 2018/19 and a budget deficit for 2019/20 of £14.7m. The table also shows an increasing cumulative deficit for the years after 2020/21 in the MTFS.

	2018/19	2019/20	2020/21	2021/22	2022/23
	£000's	£000's	£000's	£000's	£000's
Council Tax Increase	3.75%	3.75%	3.75%	3.75%	3.75%
Funding reductions	-1.0%	-2.5%	-2.5%	-2.5%	-2.5%
Net Budget	240,192	245,226	243,630	242,247	241,074
Grant Transfers / New Responsibilities	4,567	0	0	0	0
Pension Requirements / Levies	1,274	900	750	750	750
Other Pressures Agreed	5,003	5,822	1,690	1,713	1,747
Savings Identified	(8,586)	(576)	(14)	(32)	0
To/(From) Reserves	800	(140)	0	0	0
Impact of Decision HWRCs	100	0	0	0	0
Total Budget	243,351	251,232	246,057	244,677	243,571
AEF	172,644	168,328	164,120	160,017	156,017
Council Tax	72,581	75,302	78,126	81,056	84,096
Surplus / (Shortfall)	1,874	(7,601)	(3,810)	(3,604)	(3,458)
Real cost of capital	1,563	0	0	0	0
2018/19 Service Pressures	14,725	0	0	0	0
Review of original FRM pressures	(1,639)	0	0	0	0
5% increase in Council Tax	(874)	(33)	(34)	(35)	(37)
One off funding	(11,900)	7,100	100	4,000	1,000
Revised Surplus / (Shortfall) In Year	(0)	(14,669)	(3,876)	(7,568)	(4,422)
Cumulative Shortfall		(14,669)	(18,545)	(26,113)	(30,535)
Transformational Change		14,669	3,876	7,568	4,422

6.2 We have reviewed the various papers that explain the budget position for the first two years and we are satisfied that the processes that the Council has in place to identify service pressures and savings are robust. We have described these processes in the previous sections of this report. Our discussions with Directors and Members confirms that there is a clear understanding of the financial position both now and in the future. There is evidence of a commitment to achieving a balanced budget for 2018/19.

- 6.3 The table above highlights the additional service pressures for 2018/19 over and above the already agreed service pressures. The detailed summary FRM that we have seen shows that these additional service pressures for 2018/19 amount to £14.7m. This figure is met by additional resources found through a review of the FRM and by one-off funding adjustments. This latter group contains three large items those being:
- Draw on the Adult Social Care Reserve - £2m;
 - Back dated MRP adjustment - £5m;
 - Other Reserves – 21st Century Schools - £2m.
- 6.4 Although a significant part of the funding arises from a one-off adjustment we are of the view that the Council will achieve a balanced budget in 2018/19. However, the deficit for 2019/20 amounts to £14.7m and, without further action, the cumulative deficit would reach £30.5m by 2022/23. At the moment the table shows that this deficit will be eliminated by “Transformational Change” but there is currently no explanation of what this means for the Council nor how the savings will actually be achieved.
- 6.5 We have discussed this issue at length with the Directors and with the Cabinet Member for Finance and we are of the view that the Council is well aware of the seriousness of the problems that it faces and note that there is no plan currently in place to find the required level of savings. Given that the budget cycle for 2019/20 will now commence in the Spring of 2018 there is very limited time to identify what Transformational Change will entail let alone implement measures that will lead to significant savings.
- 6.6 Notwithstanding our remarks we are aware that plans are in place to initiate the process of Transformational Change starting with an Awayday for the Corporate Management Team on the 15th January 2018. This will enable the Management Team to start the discussion and it will be followed up with a meeting with the Cabinet. The Director of Education has been given responsibility for the development of a Corporate Improvement Plan and a Corporate Leadership and Governance Plan. Both of these will, be set within the context of the Council’s “Vision 2025”. At the moment there is no Transformation Programme but the 2025 Vision will be the basis of the way forward.
- 6.7 We understand that Programmes and Projects will be developed to deliver well-being objectives and outcomes identified within the 2025 Vision. Identified projects will be supported by a robust business case. The council’s adopted approach to undertaking Impact Assessments will also need to be completed.
- 6.8 The resource requirements to deliver the projects will be considered through the ‘Making it Happen’ workstream which will be led by the Acting Chief Executive. Additional resources identified to deliver these schemes will be incorporated into the Resource Plan and where appropriate additional funding requests will be considered from Management of Change funding.

6.9 All of the financial considerations will be incorporated into the Financial Planning Cycle and built into the 5 year plan if the project is approved.

Projects for investment must be considered in terms of the Vision 2025 and the well-being objectives and reviewed alongside other projects in a more holistic and strategic way and prioritised accordingly.

6.10 Our overall conclusion on the Council's current position can be summarised as follows:

- The Council has sound processes in place to set a balanced budget for 2018/19. From the evidence that we have seen the Council will be able to set a balanced budget at its meeting on the 22nd February 2018;
- Directors and members appear to be acutely aware of the deficit position in 2019/20 and of the need to take action urgently;
- The savings required in 2019/20 and beyond depend on Transformational Change but there is no current definition of what that means;
- Plans are being developed within the context of the Council's "2025 Vision" to address this issue but we are very concerned that there is very little time to decide on the steps required and to implement savings measures in time for the 2019/20 budget cycle. We consider that this is an area of high risk for the Council and one that needs urgent attention early in 2018.

7 Reserves

7.1 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.

7.2 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

7.3 Financial Indicators for Reserves

7.4 The holding of reserves is a matter for each authority to determine as part of sound financial management. As part of our work we reviewed the indicators included in the Budget Assessment Report for 2017/18 and this showed that the County was maintaining reserves at a level broadly in line with that of other Welsh authorities.

7.5 In terms of specific ratios we have seen reports to show that the Council monitors the following ratios including comparison with other Welsh authorities:

- Usable reserves as a percentage of gross revenue expenditure;
- Earmarked reserves as a percentage of gross revenue expenditure;
- General reserves days' turnover.

- 7.6 Given the timing of this report we are not able to calculate similar ratios for 2018/19 as the final figures for reserves are not yet available. However, we are able to comment, in broad terms, on the figures included in the Council's Financial Overview and Forecast Report as at 30th November 2017 which was presented to the Cabinet Executive on 9th January 2018. We are also able to comment on the Council's processes for monitoring the level of reserves required.
- 7.7 Based on the reports that we have seen and our discussions with officers we are aware that the Council monitors the level of reserves held on a regular basis throughout the year. The level of reserves and their forecast use is reported monthly to Cabinet as part of the budget monitoring process. The Budget Scrutiny Panel is also provided with information on the levels and use of Reserves to enable it to fulfil its scrutiny role. Final decisions on the year end position are made in the annual budget cycle and during the closing of the accounts.
- 7.8 The table below reports the opening and projected balance of the reserves held, forecast to the 2017/18 year end, as at 30th November 2017. As at this date the projected overspend in 2017/18 will reduce the forecast level of General Fund reserves at 31 March 2017 to £3.4m compared with an opening balance of £8.6m.

Summary	Opening Balance (1st April 17) Surplus / (Deficit) £'000	Forecast Addition / (Use) of Reserves £'000	Forecast (Over) / Under Spend £'000	Projected Balance (31st March 18) Surplus/ (Deficit) £'000
General Fund	8,585	(778)	(4,469)	3,338
	8,585	(778)	(4,469)	3,338
Ringfenced & Specific Reserves				
Budget Management Reserve	3,484	100		3,584
Specific Reserves	1,902	(285)		1,617
21st Century Schools Reserve	6,297	(1,581)		4,716
Adult Services Reserve	2,750	0		2,750
Regeneration Reserve	100	100		200
Invest to Save & Corporate Initiatives (inc J8)	5,300	(562)		4,738
Insurance Reserve	2,394	(46)		2,348
Transport & Equipment Funding Reserve	6,199	(7,238)		(1,039)
Sub-Total	28,426	(9,512)	0	18,914
Schools Delegated Reserves	486	(2,078)	(136)	(1,728)
School Loans & Other Items	(494)	51		(443)
Net School Delegated Reserves	(8)	(2,027)	(136)	(2,171)
Total Ringfenced & Specific Reserves	28,418	(11,539)	(136)	16,743
Housing Revenue Account	1,761	(82)	108	1,787
	1,761	(82)	108	1,787
Total Revenue Reserves	38,764	(12,399)	(4,497)	21,868

7.9 From our discussions with officers we are aware that the following adjustments are yet to be made and that further adjustments are likely to be made before the year end:

- The balance on the General Fund is shown before the adjustment for MRP described earlier in this report;
- For 2018/19 the Budget Management Reserve will be considered alongside the General Fund Reserve so that the total balance will meet or exceed the Council's target of 3% of net revenue expenditure, excluding the delegated schools budget;
- We understand that the 21st Century Schools Reserve is to be released in 2018/19 to fund revenue expenditure;
- The Transport and Equipment Reserve was set up to fund vehicle purchases and this will continue to be used for this purpose;
- The Schools Delegated Reserves are showing a projected balance of (£1,728m) as at 30th November 2017. This is due to falling pupil numbers and funding levels that have not kept pace with inflationary pressures. The reserves position is projecting an overall deficit position for 31 March 2018, at which point the risk will then fall on the General Fund of the Council. As a result the Council is planning to take appropriate action in this area with formal intervention by the Council including the possible withdrawal of delegation. The 2018/19 FRM for schools includes an element of £1.7m for redundancy costs;
- The HRA Reserve is specific to meet Welsh Quality Standards;
- In addition, each reserve will be assessed particularly those held for specific purposes to establish if the reserve is still required.

7.10 Based on the work that we have carried we are satisfied that the Council has appropriate procedures in place to monitor the level and use of reserves and that it takes a prudent approach to the management of those reserves.

8 Conclusions

8.1 Based on the work that we have carried out as defined in Section 1 of this report we have been able to reach the following conclusions:

- The Council has appropriate procedures in place to set a robust budget for 2018/19. Notwithstanding this conclusion the budget has been balanced using one-off accounting adjustments with the result that inherent budget pressures will be carried forward in the base budget for subsequent years;
- Based on our discussions with officers and Members we are satisfied that the Council is well aware of the difficult financial position that it is facing and that it will need to monitor the budget closely during 2018/19;
- We are also satisfied that the Council operates a sound system of budget monitoring during the financial year with monthly figures available on a timely basis. This enables corrective action to be taken in-year;
- There is a sound process in place for monitoring the level and use of reserves although, at the time of writing this report, further adjustments to reserves will be required at the year end.

- 8.2 Our major area of risk relates to the financial position for 2019/20 and beyond. Although the Council is well aware of the financial problems that it is facing, there is a significant potential risk that insufficient action has been taken to address the issues. The revised FRM presented to the Council on 19th December 2017 shows a shortfall of £14.7m in the budget for 2019/20 with the cumulative deficit rising to £30.5m by 2022/23. At the moment the required savings are to be delivered by “Transformational Change” but that change has not yet been specified and plans do not yet exist. Given the time required to effect major change we are of the view that this is an area of high risk for the Council and it is the major challenge facing the Council in 2018.
- 8.3 We have seen documents that suggest that the Council is taking steps to address the problem commencing with an awayday for the Corporate Management Team on the 15th January 2018. We are aware that the Council has developed a “2025 Vision” and within that there is a Corporate Development Plan and a Corporate Leadership and Governance Plan. These are positive steps that are being taken by the Council but we would stress the urgency required to tackle this area of high risk and to plan the necessary transformational change early in 2018 if solutions are to be implemented in time to affect spending decisions in the 2019/20 budget cycle.

Appendix 1

List of Documents Reviewed

DOCUMENT	DATE
Various Cabinet Induction Workshop Presentations	May to July 2017
Various Budget Workshop Presentations	November/December 2017
Various Cabinet Budget Workshop Presentations	September to October 2017
Council Budget Seminar Presentation	19 December 2017
Directorate Financial Resource Models	December 2017
Financial Resource Model – Summary	December 2017
Budget Savings Summary 2018/19 to 2022/23	December 2017
Financial Planning Framework	October 2017
Various Impact Assessment forms	Various
Assessment of the Robustness of Proposed Budget for 2017/18 and Adequacy of Reserves Held	23 January 2017
Changes to the Minimum Revenue Provision	16 January 2017
Financial Overview and Forecast as at 30 November 2017	9 January 2018

Appendix 2

List of Interviewees

NAME	TITLE
Jane Thomas	Head of Finance & Acting S151 Officer
Philip Evans	Interim Director of Social Services
Ian Budd	Director of Education
Cllr Aled Davies	Portfolio Holder for Finance
Mark Evans	Acting Director of Resources
Paul Griffiths	Strategic Director, Place
David Powell	Acting Chief Executive

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Childrens - Financial Resource Model 2018/19

REVENUE	2018/19 Budget
	£'000
Grant Transfers - previously Welsh Government grants transferred into Revenue Support Grant (RSG)*	243
New Responsibilities - Changes in legislation - "When I'm ready"	160
Service pressures	
Looked after Children (LAC) bfd 2016/17 & 2017/18 pressures, impacting on 2018/19.	2,892
Changes in grant funding - Domestic Abuse	80
	2,972
Undelivered Efficiencies - 2017/18	1,101
Service Pressures 2018/19	
Looked After Children (LAC)	510
Improvement Plan (as per detail in the plan)	3,530
	4,040
TOTAL PRESSURES	8,516
Grants agreed to be transferred* (see above)	-243
Efficiencies to be found	-1,101
Proceed at risk	-1,000
SHORTFALL	6,172

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Childrens Improvement Capacity				
Recommendation on Improvement Plan	Desired Outcome	Description	Number of FTE	2018/19 one off & on going
15, C20	Officers (WBO) in localities and Children With Disabilities teams.	Re-Grading of Community Support Officer/Wellbeing Officers from 6 to 7	28	£83,160
15, C20	In line with above	Re-Evaluation of Personal Assistants Job Description	7	£20,790
1,4,9 & 24	the caseloads of staff to ensure they have manageable caseloads and reduce the likelihood of staff leaving and avoiding the turbulence that that leads to for children and families.	Social Worker Posts - Assessments (5 temporary, 5 permanent)	10	£472,300
1,4,9 & 24	This workforce capacity is to manage the high risk caseloads and ensure children are seen, assessed and plans put in place to progress their plans. Also to help stabilise the workforce through reducing the caseloads across a number of teams.	Agency Social Workers over establishment due to capacity, excludes agency covering vacant substantive posts and sickness.		£230,336
1 and 2 B2/C2	role to ensure all allegation against people in a position of trust, for example teachers, scout leaders, foster carers are investigated appropriately and ensuring a level of independence and focus to resolve matters as quickly as possible.	Local Authority Designated Officer (LADO)/ Principal Social Worker & Child Co-ordinator	1	£56,460
?	Senior Manager Capacity to Lead on Development of Integrated Youth Service, to include Youth Justice, 16+ and Youth Services	Lead of Youth	1	£84,750
7	The increase in the Looked After Children population by approximately 30% and the recent rise in Child Protection registrations these posts are required to manage the workload safely.	Independent Reviewing Officer	2	£112,920
1,9,10 & 26	To address issues identified in the Care Inspectorate Wales (CIW) Inspection report and to ensure that the team has the capacity to meet demand appropriately at the single point of access.	Social Workers Powys People Direct (PPD) - 2 area model	4	£188,920
1,9,10 & 26	As above but also to consider the options in the medium term for Powys People Direct (PPD) by placing the team in 2 locations as has proved challenging to recruit permanent staff in Radnorshire.	Team Manager Powys People Direct (PPD) - 2 area model	1.5	£92,550

4	To increase capacity in the edge of care services, preventing some children from becoming looked after as part of a Looked After Children (LAC) strategy and reducing the numbers of challenging children entering Looked After Children (LAC) and expensive placements. This equates to one agency residential placement for 6 months . If we avoid just 2 placements in a year this will be a positive step to reducing costs. This will increase the permanent staffing within the team from 3 to 5.	Integrated Family Support Team	2	£102,640
4	To increase capacity for the edge of care services and to support children to remain at home and avoiding Looked After Children (LAC) costs and improved outcomes for the children. This post would be used to target the re-habilitation of children to their birth families.	Integrated Family Support Team	1	£51,320
8, 11 & 13	valuable edge of care service and to reduce the numbers of children becoming Looked After Children (LAC) and avoid further costs.	Family Group Conference (FGC)		£200,000
4, C12	To replace the management/co-ordination post for care leavers and 16+ to ensure we meet our statutory duties.	16+ Management Post	1	£56,460
12	Looked After Children (LAC) in placement to help manage their needs and To support foster carers and looked after children to create stability and prepare them for their long term future. To reduce placement breakdown and the impact on children's development and subsequent costs and disruption. This is also part of the longer term Looked After Children (LAC) strategy and will be a helpful element in recruiting and retaining foster carers.	Psychology		£54,000
7	demands of the service and provide capacity to develop joint working with key partner agencies, Schools, Police, Health etc.	Safeguarding Manager	0.5	£42,000
12	To increase the capacity of the Fostering Service to support carers, stabilise placements and retain carers through being more responsive. These post will contribute to the development of the "Powys Intensive Placement Support	Wellbeing Officer Fostering	2	£66,440
12	To provide capacity for placement funding for looked after children.	Placement Officer - Fostering	1	£30,260
12	To provide capacity to assess prospective cares to increase the numbers of available carers for Powys and avoiding costs of Independent Fostering Agencies (IFA).	Independent Assessments - Fostering		£55,760

12	To increase the capacity of the Fostering Service to recruit carers and develop the capacity to meet emerging needs of children in Powys. A temporary increase would allow for significant increase in recruitment during the next 12 months to begin to meet current demand and to allow for greater placement choice and matching the needs of the child with the skills of the carers.	Marketing & Recruitment Officer Fostering	1	£33,220
12	To increase capacity to recruit, support and retain foster carers for Powys and avoiding further Independent Fostering Agencies (IFA) costs which have grown significantly over the past year. These additional posts would also allow the service to meet the additional demand and court directed timescales to undertake Assessments of Related Person's.	Fostering Social Workers	2	£94,460
12	To increase capacity to recruit and support adopters providing permanent homes for looked after children.	Social Worker - Adoption	0.5	£23,620
12	To support adopters to retain them and to support placement stability	Well Being Officer - Adoption	1	£33,220
12	families to maintain indirect contact with family members for children adopted through Powys County Council . To ensure there is sufficient capacity within the Adoption Service to recruit and assess Adoptive Parents to provide homes to children with diverse and complex needs and for sibling groups. Each Adoptive placement the Local Authority has to purchase from another Adoption Service (for a single child) costs £27,000.	Post Adoption/letterbox	2	£94,460
7 & 8	To improve the quality of practice and quality assurance in respect of casework improving outcomes for children, Children's services requires a higher level of assurance improving the timeliness of assessments and plans and the overall quality of practice.	Quality Assurance Manager (Auditor)	2	£105,240
7 & 9	To ensure the authorities policies regarding children's social care are compliant with current legislation, national policy and guidance. Many of our policies are not currently compliant.	Policy Development Officer	0.4	£21,050
	To develop capacity for commissioning of key services such as edge of care, placements and accommodation and Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) (Welsh Government (WG) funding to be lost in 2018 due to regionalisation)	Strategic Commission Manager (Children and Young People Partnership CYPP), £80k on Financial Resource Model (FRM)	2	£43,400

	To develop capacity for supporting commissioning projects and strengthening contract monitoring arrangements	Commission Support Officer (Children and Young People Partnership CYPP)	1	£43,520
	To develop much needed capacity within the Team Around the Family (TAF) to improve interface with Statutory provision and help manage effective step up/down of cases	TAFF-North (Children and Young People Partnership CYPP)	0.5	£28,230
	To establish Information Advise and Assistance (IAA) and Family Information Service Outreach in line with both the Social Services & Well-being Act and the Childcare Act 2010.	Family Information Service Outreach Event Worker (Children and Young People Partnership CYPP)	1	£32,190
28	To ensure that the Service runs more efficiently, proving timely reports and ensuring timelines are met.	Business Manager (Childrens)	1	£57,760
9,20,22 & 28	To increase capacity to ensure reports are accurate and senior managers are supported to ensure the teams have access to information and they are supported in preparation for Legal Proceedings.	Data Quality Clerk	2	£57,960
5,6,16,17,18,19 & 29	To support the Improvement Plan and Improvement Board	Specialist advice		£128,700
All	To support the Improvement Plan and Improvement Board	Programme Manager	1	£63,000
All	To support the Improvement Plan and Improvement Board	Project Improvement Officer	1	£43,520
All	To support the Improvement Plan and Improvement Board	Project Improvement Officer	1	£43,520
	To support the Improvement Plan and Improvement Board	Interim Lead for Child Placements - 3 mths	1	£48,900
SUPPORT SERVICES				
All	To support the Improvement Plan and Improvement Board	Personal Assistant to Director of Social Services-Permanent	1	£33,220
2,3,4,14 & 15	To support the Improvement Plan and Improvement Board	Workforce and Organisation Development - Honorarium	1	£29,170
All	To support the Improvement Plan and Improvement Board	Increase capacity for systems administration	5	£142,020
25	To investigate all stage one complaints to resolve them quickly and reduce the number of stage 2 complaints which have grown in 2017. There were a total of 9 stage 2 complaints, 2 in the first 6 months and 7 latterly. Early independent resolution of the complaints will increase the public's confidence.	Complaints Officer - Stage 1 complaints	1	£48,530
1,4,9 & 24	To support the Improvement Plan and Improvement Board	Business Services - Administration officers x3	3	£78,459
7	To support the Improvement Plan and Improvement Board	Business Services - Safeguarding officers x3	3	£78,459
1,9,10 & 26	To support the Improvement Plan and Improvement Board	Administration - 0.5 Powys People Direct (PPD)	0.5	£13,077
All	To support service	Legal	1	£65,030

9,20,22 & 28	To support the development of reports and provide accurate reporting to the service.	ODPS - Business Intelligence Systems Officer	1	£45,000
		TOTAL		£3,530,000

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Adult Social Care - Financial Resource Model 2018/19

REVENUE
Grant Transfers - previously Welsh Government grants transferred into Revenue Support Grant (RSG)*
Unfunded pressures Pay inflation and non pay uplifts
Service pressures - FYE 2018/19 of part year additional clients from 2017/18
Nursing & Residential Care, Home Care & Supported Tenancies
Learning Disabilities - Transitions/demography agreed in year
Undelivered Efficiencies - 2017/18
Service Pressures 2018/19
Contract uplifts to providers
Improvement Plan (as per detail in the plan)
Demographics (likely growth in clients)
Learning Disabilities Transitions
Older People
TOTAL PRESSURES
Budget uplift already agreed to fund pressures in 2018/19 Financial Resource Model (FRM)
Grants agreed to be transferred* (see above)
Efficiencies to be found
Proceed at risk
SHORTFALL

2018/19 Budget
£'000
2,505
213
1,195
598
1,793
1,214
2,834
1,423
4,257
874
445
1,319
11,301
(2,006)
(2,505)
(1,200)
(1,000)
4,590

Adults Improvement Capacity

Improvement Capacity	£	Description
Senior Manager Social Care Delivery	77,000	Crucial in terms of management and oversight in terms of in house registered provider services under Care Inspectorate Wales (CIW). This is essential in terms new registration and inspection act which is being introduced in April 2018 and will become the responsible individual for all older persons provider services
Team Manager Occupational Therapist	29,000	County wide team manager, to enable professional accountability which is essential in terms of governance
Older People Services - 7 Social Workers, 3 Community Support Officers, 2 Occupational Therapists	527,000	in order to manage increased demand, to enable the council to meet their statutory requirements under the current legislation.
Home Care	290,000	Increased capacity in Home Care/Reablement, equity across the County to ensure that we have a service of last resort.
Older - Convert 2 Senior Practitioners to Assistant Team Managers & 1 additional Assistant Team Manager	67,000	To increase accountability in terms of practice and changing of culture. To increase management oversight
Business Manager	57,000	To free up Adult Social Care (ASC) managers to deliver statutory requirements to assist ASC in becoming more effective and efficient in terms of business processes
Quality Assurance Manager	52,000	To embed the Quality Assurance framework and ensure that reporting is standardised and themes are fed back to evolve and change practice
Domiciliary Care Reregistration Manager	44,000	This post is essential in order to assist the department to the requirements of the Registration and Inspection Act
Occupational Therapist reviewing post	67,000	To meet reviews required in terms of Occupational Therapy to ensure that risk is minimised in terms of equipment which has been allocated on an individual basis
Powys People Direct - 2 contact officers, 0.8 Social Worker & 0.5 Community Support Officer	115,000	Ensuring correct support at the front end of service
Sensory Loss - 1 Social Worker & 0.5 Community Support Officer	64,000	Additional specialist for hearing impairments, to meet the current demand and eliminate the current waiting lists and increasing demands placed on service
Older - x2 Peripatetic Social Workers	94,000	to ensure continuity of service in terms of cover for sickness/holiday/training. To ensure a robust work force
Sub total	1,483,000	
Fixed Term to be funded from Adult Social Care Reserve in 2018/19	-60,000	
Funding from Budget Pressures in 2018/19	1,423,000	

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Powys County Council

Position Statement on Impact Assessments for 2018/2019 Budget Proposals

As part of the budget process, services have once again been asked to complete an Impact Assessment (IA) for each of their identified budget saving proposals for 2018/19. IAs are a corporate, evidence based approach for assessing the impact of the Council's actions and decisions. As a Council we are subject to a number of pieces of legislation which we are required to consider when making decisions. The IA incorporates the following priorities and legislation: -

- The four priorities underpinning the Council's strategic vision;
- Well-being of Future Generations (Wales) Act 2015;
- Equality Act 2010;
- Welsh Language (Wales) Measure 2011;
- Preventing Poverty;
- Safeguarding;
- Unpaid Carers;
- Risk Management.

The IA was initially implemented, along with the supporting guidance document, for the 2016/17 budget proposals. Since this time the IA Project Team has developed and rolled out training for officers during the second half of last year. The training is scenario based, and as well as providing an overview on the process and stressing the importance of undertaking an honest assessment, officers are also given the opportunity to have a go at completing an assessment based on a fictitious scenario. Going forward, the training will continue to be delivered on a quarterly basis, and officers are able to book onto the training via Trent.

The Cabinet Sub-group has also been re-established, and has been meeting periodically to scrutinise each of the completed 2018/19 IAs. Cabinet and Finance Scrutiny Panel have been provided with electronic access to the IAs when they are agreed by the Cabinet Sub-group.

IAs have been received for each of the savings within the 2018/19 budget (excluding those 'as per tracker'). 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: -

Risk Category	Number of Impact Assessments
Very High Risk	0
High Risk	4
Medium Risk	12
Low Risk	19
Total	35

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HIGH RISK IMPACT ASSESSMENTS

- 1819-03 – Right sizing high cost placements and use of reablement to achieve a reduction in homecare hours
- 1819-08 – HTR Transformation Programme
- 1819-13 – Restructure of Youth Service
- 1819-17 – To achieve efficiency savings through securing partnership working to deliver branch libraries.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Adults	Head of Service	Dylan Owen/Jennifer Jeffreys	Strategic Director	Phil Evans	Portfolio Holder	Cllr Stephen Hayes
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Proposal 1819-03 Right sizing high cost placements and use of reablement to achieve a reduction in homecare hours

Outline Summary / Description of Proposal

Right sizing of Packages - Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours. Strengthen the reablement process so a single gate ensures all go through this and aim to reduce referrals into longer term home care / IRC, or reduce the intensity of packages.

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

The client will still receive adequate care in a more cost effective environment. Deliver £603k savings in 2017/18 and £511k savings in 2018/19.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£511k	£	£	£	£	£511

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Reablement pathway promoting independence in line with early intervention and prevention agenda. This is not a change that impacts on the client, except in terms of improvement, it's part of the existing care pathway so does not need to be consulted on	No

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

Version	Author	Job Title	Date
V1	Hazel Jukes / Anne Phillips	Senior manager social care delivery/Interim Professional Lead Finance	13/11/17 and 16/11/17

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The impact should be a reduction on demand for other services within ASC, and ensuring there are available frontline reablement support workers and Therapists who can deliver the reablement service, along with Domiciliary care providers to support the rapid handover for long term support

Service Area informed:

yes

Contact Officer liaised with:

Mitigation

Business case completed to request additional resources within the home care service – but needs to be reviewed for resources and approval

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Greater use of Domiciliary Care and Third Sector Community support will provide funding for jobs. In the main these jobs will be additional to residential care, to support demographic growth needs.	Neutral	The challenge will be to upskill and encourage people to work within the care sector. To create professional and contracted posts to secure recruitment. There is a skills gap for home carers, many do not have a QCF qualification, and working in this sector is unattractive against other work. Need to work with the colleges to ensure	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	This proposal does comply with effective care services, which is more tailored to the changing demands of clients moving into the system. Clients want to stay in their own home until they are very frail and have to enter nursing or more intense care provision	Good	To ensure we work closely with Housing and Telecare to offer wider choice accommodation and equipment that aids clients to remain at home Warden services to be upskilled to deliver some personal care support following reablement intervention.	Good

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	There will need to be comprehensive co-productive approaches with service users/families/advocates to ensure that they fully understand the pathway and support available to them.	Good	Powys people Direct to have triage and conversations regarding Information, Advice and Assistance	Good
Residents and Communities We will support our residents and communities	More people will be supported at home to maintain or regain independence with different forms of support and technology in a supported living framework.	Good	Need to ensure 3 rd sector support is developed so clients can be signposted through PPD and the community connectors to available resource that facilitates independent living	Good

Source of Outline Evidence to support judgements

The Wellbeing Act, Councils budget setting which requires all services to deliver efficiency savings - £1.4m for ASC in 2018/19. This also builds on a 2017/18 target in this area of £603k, which in the main shows cost avoidance rather than large savings, and clarity and alternatives are being discussed as part of the budget recovery plan

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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.	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	Neutral	a/a	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.	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	Availability of 3 rd sector providers Hospital discharges to have reablement /care and support to be a later pathway once alternatives been explored, currently the default position for discharge.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Helping clients to remain in the community and get support to remain at home through Domiciliary Care and 3 rd sector , including voluntary organisations, who will often have volunteers who have health and social care issues and the volunteering helps to improve their outcomes	Good	Ensure sufficient funding and engagement to improve the 3 rd sector service delivery model	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.	Empowering clients to make their own decisions about the care they need, and encouraging lower level of support rather than too much that reduces independence	Neutral	Implementation of the SSWB Act 2014 creating a culture of choice and control whilst supporting people with personal outcomes.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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, and treating the Welsh language no less favourable than the English language</i>	94% of tenants prefer to be addressed in English, and 2% prefer Welsh. The rest did not record a preference.	Neutral	The councils standard terms and conditions require providers to support individuals in the language of their choice	Neutral
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	No impact	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	No impact	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	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).				
<i>Age</i>	People will be supported to regain or maintain independence.	Good	Assessments will be undertaken in partnership with clients and their families to ensure that where possible they can remain at home	Good
<i>Disability</i>	People will be supported to regain or maintain independence in a progressive way.	Good	Additional support through telecare and health and equipment	Good
<i>Gender reassignment</i>	No impact	Neutral	No impact	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	No impact	Neutral
<i>Race</i>	No impact	Neutral	No impact	Neutral
<i>Religion or belief</i>	No impact	Neutral	No impact	Neutral
<i>Sex</i>	No impact	Neutral	No impact	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	No impact	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	No impact	Neutral

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Source of Outline Evidence to support judgements

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
 SSWB Act 2014
 Census information (Daffodil)
 Older advice progression model and assessments.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 savings requirements does link to the way clients will expect to have services delivered in the future	Good	Information to manage and minimise any negative public views that changes may create.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Work with 3 rd sector to ensure they continue to develop community services that can be used to support the client and reduce the requirement of council services Leisure centres/Libraries and regeneration to provide accessible facilities for our population	Good	Community Connectors in PPD and team to utilise the public PCC website/ DEWIS and Powys Info Engine Ongoing use of S33 to ensure better LHB engagement, and link to integration plans	Very Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	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.	Good	Integrated assessment and "what matters conversation"	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	To improve community resilience and enablement through choice, self-direction	Good	Reablement to utilise assistive technology/ community networks and access to the community connectors. Reablement helps to mitigate the need for traditional care services	Good

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The project is aimed at making efficiency saving, alongside changing the demand for residential, which we know the public want and work will be done to minimise any negative impact on individuals	Good	High quality efficient and effective services that are purposeful and focus on impact and outcomes. Engaging with the citizen by building social capacity both in the individual and community. Equity of access – ensuring that the resource requirement and true service cost is fully understood. Partnership and collaboration which are essential with key partners, especially use of health staff	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	unknown	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	This project will provide care for clients and also ensure support through respite and community support delivers the need of the carer	Neutral	Carers assessments are offered and signposting to Credu	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.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral	Question asked as part of the assessment All staff trained in adult safeguarding and domestic violence	Neutral
Impact on Powys County Council Workforce	No impact	Neutral	No impact	Neutral
Source of Outline Evidence to support judgements				
E learning and training records of staff Welsh Government data statistics Integrated assessments				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	High	High
Mitigation		
This project is unlikely to deliver the planned savings, because work has been done to challenge the level of savings suggested in the PeopleToo plan. This project will evidence significant cost avoidance by preventing future care demands, and will support some reduced care packages, but this saving at most is likely to be £100k far less than the original proposal		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Domicillary care provision brokerage system is not rapid enough for the exit from reablement to longer term support. Available of capacity to provide the support in difficult areas No nominated provider of last resort In-house Domicillary care holding packages other providers could deliver	High	Help support the recruitment process and develop the college training programme, weekly monitoring to assess risk Create a service of last resort	Medium
Risk that savings won't be delivered	Very High	No mitigation as the original proposal has flawed calculations. We need to consider alternative project to bridge the gap	High
Capacity – may not be suitable to attend reablement and improve	High	No mitigation	High
Significant issues with PtHB and delivery of OT services to support Reablement	High	Section 33 board meetings to ensure conversations and solutions	medium
Cultural change required across organisations to maximise utilisation of reablement approaches	High	IPRs and what matters conversations in assessment PPD signposting / community connectors	medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	x		

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Clients access reablement	Already commenced	Clients improved so require less intense support through home care or care home	Budget decisions needed on more OT and care support for the team
Additional staffing	April 2018	More staff to facilitate more client throughput	Budget decisions through the FRM
Portfolio Holder decision required	No	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FRM bid for 20 hours a week for 12 home care staff	51k	51k	51k	51k								

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12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Reablement savings are part of the budget saving plan in 2017/18 and members will be aware of the difficulty in delivering the level of saving expected, as most of the improvements from the service is cost avoidance		

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

What additional evidence and data has informed the development of your proposal?
People too report Dashboards of reablement

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring the expenditure Powys Insight centre data on discharge summaries Collaborative planning Monthly management team
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Hazel Jukes		
Head of Service:	Jen Jefferies (interim)		
Strategic Director:	Phil Evans		
Portfolio Holder:	CLlr Stephen Hayes		

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Liam Fitzpatrick Cllr Phyl Davies Cllr Aled Davies
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18/19-19/20 HTR Transformation Programme

18/19-19/20 HTR Transformation Programme

Outline Summary

At the last meeting of the HTR Commissioning Board on 15 September 2017, Members decided not to progress with transferring HTR services into a Wholly Owned Company at this point in time. Members recognised the need for transformation within the HTR service to deliver significant financial savings and improve service quality. It was agreed that the HTR services be retained in house and a transformation programme be established and progressed with immediate effect. In addition, it was agreed that the HTR Commissioning Board would transition to become the HTR Transformation Board.

A draft programme has been developed to provide an illustrative view of the scope and scale of the proposed HTR Transformation Programme. The proposed programme is high-level at this stage. However, a considerable amount of work has been undertaken already to provide a solid foundation for the HTR Transformation Programme including the development of Service Strategies, Financial Improvement Plans and financial modelling.

Members agreed that they did want to proceed with the proposed Transformation Programme and detailed service improvement plans have been developed for each of the work streams drawing on the existing strategies. The proposed work streams are:

- Operations
- Commercialisation
- Finance and Procurement
- Organisational Development and Design
- People and Productivity
- Digital Transformation

As discussed and recognised at the previous HTR Commissioning Board, there is an imperative to progress with the Transformation Programme immediately given the existing financial pressures within the service, and the wider financial position of the Council. For this reason the HTR Transformation Programme includes activities that can start immediately, or are already underway, as well as initiatives that will take longer to plan and implement.

The programme is currently profiled over the next two years, although can be extended over the next four years to complement the Medium Term Financial Plan. The draft programme currently reflects the financial modelling that was undertaken for the 'Modified In House' option and assumes that 60% of the benefits will be achieved.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£700k to 1m	£700k to 1m	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		No

3. 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
5	Nichola Davies	HGSS Project Officer	24/11/17
6	Lisa Griffiths	Snr Mgr Business Change	05/01/18

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
There is a need for support from central services to enable the transformation programme to succeed. Discussions are ongoing to secure officer support. Where there is a lack of resource and/or specialist knowledge/experience, this will be covered by the appointment of an external consultancy. Identified at the moment is the need for consultancy support for OD and Commercial work streams and for implementation of any digital transformation initiatives.

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Service Area informed:	<ul style="list-style-type: none"> Commercialisation Finance and Procurement Organisational Development and Design People and Productivity Digital Transformation 	Contact Officer liaised with:	<ul style="list-style-type: none"> Nichola Williams Jane Thomas/Vince Hanly Sarah Powell John Bevan/Lorna Simpson Andrew Durant
Mitigation			
Appointment of an external consultancy to support the transformation programme.			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Maintaining and growing the essential services that keep the county running and operating efficiently.	Neutral	Improving connectivity across the county. Increasing the number of contracts run by the service and involving local contractors where possible. Increasing income by developing/increasing commercial opportunities.	Good
Health and Care We will lead the way in effective, integrated rural health and care	No Impact	Choose an item.		Choose an item.

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	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.	Good	Apprentice opportunities within the service area. The Apprenticeship Policy	Very Good
Residents and Communities We will support our residents and communities	Maintaining excellent essential services, public space and public access routes.	Neutral	Improving and increasing the range of essential services available to the public.	Good
Source of Outline Evidence to support judgements				
<ul style="list-style-type: none"> • Full Business Case • Customer feedback • Residents surveys • Risk and Incident Registers • The Apprenticeship Policy 				

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Unknown	Apprentice opportunities within the council. The transportation project may also enable greater opportunity to develop new skills. The Apprenticeship Policy	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	Choose an item.		Choose an item.
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	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Choose an item.		Choose an item.
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	Choose an item.		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	No impact	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Choose an item.		Choose an item.
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	Choose an item.		Choose an item.
<i>Disability</i>	No impact	Choose an item.		Choose an item.
<i>Gender reassignment</i>	No impact	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	No impact	Choose an item.		Choose an item.
<i>Race</i>	No impact	Choose an item.		Choose an item.
<i>Religion or belief</i>	No impact	Choose an item.		Choose an item.
<i>Sex</i>	No impact	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	No impact	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	No impact	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

- Full Business Case
- Customer feedback
- Residents surveys
- Risk and Incident Registers
- The Apprenticeship Policy

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 we fail to transform the HTR service and it fails to meet its savings target there will be an impact on sustainability and future delivery of services. This will include reducing service delivery or stopping the delivery of some services. The failure to achieve the savings targets could also result in a need to make some redundancies.	Unknown	Ongoing monitoring of the development and delivery of the proposals made by the Transformation Programme will be carried out.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The service is exploring new ways of working via the Transformation Programme.	Unknown	Ongoing monitoring of the development and delivery of the proposals made by the Transformation Programme will be carried out.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Keep staff and stakeholders informed with the progress of the programme. Enable staff to be involved in the development and implementation of new proposed initiatives.	Good	Staff engagement workshops are regularly held. Staff intranet page 7995 kept up to date. Articles in staff magazine. Regular HoS updates via email	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	The council must ensure service provision continues for statutory services.	Good	Ongoing analysis of the proposals made by the Transformation Programme will be carried out.	Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The HTR service will ensure the objectives of the transformation programme comply with the well-being goals where applicable.	Unknown	There is a possibility the transformation proposal will result in a growth in job opportunities and an opportunity to develop new skills.	Good
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.	Unknown	There is a possibility the transformation proposal will result in a growth in job opportunities and an opportunity to develop new skills.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Choose an item.		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	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	The whole of the HTR workforce will be affected by this programme.	Unknown	Staff will be fully involved in the development and implementation of proposed new initiatives.	Good
Source of Outline Evidence to support judgements				
<ul style="list-style-type: none"> • Full Business Case • Customer feedback • Residents surveys • Risk and Incident Registers • The Apprenticeship Policy 				

8. Achievability of proposal?

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Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation Proposed outcomes from the Full Business Case indicate a very positive opportunity to achieve short to medium term financial savings targets. Longer term targets will be harder to achieve if the service is unable to transform arrangements to operate competitively and to apply a more effective commercial approach to its service delivery and potentially an opportunity to grow the service. If internal operating arrangements and corporate governance arrangements cannot be transformed, the mitigation to achieve savings may require cuts to service delivery.		

9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The £1.8m savings will not be achieved in total by the revised deadline of 19/20. The service will need to reduce the range and volume of services it currently carries out. This may impact negatively on statutory targets.	High	A stretch target has been agreed and it is hoped this will increase the potential financial outcome for 18/19. Service Managers and Finance are setting out the tasks/ initiatives that will be worked on to achieve the stretch target. Progress will be reviewed monthly by the Programme Board.	Medium
Corporate support functions are unable to supply enough resource to support the transformation programme to successfully achieve its targets and benefits.	High	It is likely MoC funding will be required to enable the support functions to supply adequate resource to the transformation programme.	Medium
Further savings required beyond 19/20 cannot be achieved by the service.	Medium	There are a number of unknown outcomes at the moment i.e. resource commitments to support the programme, internal staff and consultancy. The scale of any future savings targets for the HTR service.	High
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Not yet identified			
Portfolio Holder decision required	Choose an item.	Date required	

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Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Financial Contractor John Baker				✓	✓	✓	✓					
Business Development Consultant Penny Sharp (Transformation Programme Manager)				✓	✓	✓	✓					
Project Officer (fixed term up to 2 years)				✓	✓	✓	✓	✓	✓	✓	✓	
OD Officer (to be supported by Penny Sharp)				✓	✓	✓	✓	✓	✓	✓	✓	
HR Officer				✓	✓	✓	✓	✓	✓	✓	✓	
ICT Officer				✓	✓	✓	✓	✓	✓	✓	✓	
Procurement Officer				✓	✓	✓	✓	✓	✓	✓	✓	

12. Overall Summary and Judgement of this Impact Assessment?

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

As discussed at previous Board meetings, delivering and sustaining a major transformation programme will be dependent on a number of Critical Success Factors being met:

- Commitment at all levels of the Council
- Operational autonomy and delegated authority
- Strong management team with capacity and right skills
- 3 to 5 year strategy giving a longer term view
- Portfolio approach to savings, income and risk
- Accountability, obligation and responsibility for delivering benefits
- Creation of environment for collaboration and extended trading
- Strong commercial focus starting with understanding of costs, performance and delivery specification and then opportunities to grow through third party spend insourcing, trading and collaboration.
- Development of systems and processes that support cost, sales and cash flow management rather than the budget management and payment processes traditionally associated with local authorities.
- Management of Change investment to support the transformation programme.

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

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Full Business Case
Governance Structure
Programme Terms of Reference
Transformation Programme Plan
Programme Highlight Report & Risk Register
Programme Board Report
Benefits Criteria
Minutes of programme board meetings & Decision and Issues Register

14. On-going monitoring arrangements?

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

Programme Board
Service Management Team (MTFS Programme/Project Monitoring Meetings)

Please state when this Impact Assessment will be reviewed.

Quarterly - April 2018, July 2018, October 2018, January 2019.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lisa Griffiths		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr. Liam Fitzpatrick Cllr. Phyl Davies		

16. Governance

Decision to be made by	Date required
Portfolio Holder	December 2017

FORM ENDS

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Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Youth Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal		1819-13 Restructure of Powys Youth Service					
Outline Summary / Description of Proposal							
Remodel service to create a universal service that is primarily delivered through the community and third sector enterprises, with the County Council directly delivered provision focussed on hard to reach groups and interventions for those young people of most need/vulnerable. Commission services that can be delivered by others. This will also mean a review of building ownership and occupation, with emphasis on how services are provided and supported, rather than an approach that centres on specific buildings.							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£220,000	£	£	£	£	£220,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		Yes

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

Version	Author	Job Title	Date
V1	Mike Griffiths	Senior Manager, youth support services	15 th October 2015
V2	Mike Griffiths	Senior Manager, youth support services	15 th October 2015
V3	Stuart Mackintosh	L&R Services Manager	28/10/15
V4	Stuart Mackintosh	L&R Services Manager	26/10/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
<ul style="list-style-type: none"> The work of the youth service supports the Children & Young People's Partnership early intervention and prevention agenda and the priorities within the Community Safety Partnership. A reduction in extent of youth worker provision that supports schools in delivery of informal/non-formal learning has the potential to impact on educational outcomes for some young people. Impact on people/organisations using current youth service buildings (assuming they are transferred to others or closed), for example the Pupil Referral Unit, a range of voluntary sector services such as Young Carers and the YFC. However, these organisations may choose to take on building occupation directly or in partnership with others. The Council would provide support in seeking out alternative venues were appropriate. 			
Service Area informed:	CYPP	Contact Officer liaised with:	Shelly Davies
Mitigation			
<p>Youth service will meet with CYPP to discuss joint working possibilities.</p> <p>Extension of the partnership work with the Urdd, increasing the Welsh language provision, to include transition work, work with the primary and secondary schools across the county.</p> <p>Meetings are being held with a variety of agencies within each community area to find suitable accommodation to deliver a range of youth work activities. The move to community based youth work will enable those young people who currently don't access the service to meet youth workers and be signposted to other agencies that can help them become active citizens in their community.</p>			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The reduced funding available may lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings. The voluntary sector will deliver a range of projects and activities, although specific delivery details have yet to be determined and developed.	Poor	Youth Service to provide advice and support to enable, including providing grants and sourcing same to ensure third party delivery (areas to include safeguarding, training, accreditation, planning and resources).	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	As Above	Poor	As Above	Neutral

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	As Above	Poor	As Above	Neutral
Residents and Communities We will support our residents and communities	As Above	Poor	As Above	Neutral

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Source of Outline Evidence to support judgements

2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy, this giving a wider perspective on alternative models that have been/are being developed across England and Wales.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 for reduction in accredited opportunities. Potential lack of re-engagement of more vulnerable young people with a range of services.	Poor	<p>Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a reduced level compared to current levels). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure support is directed at those identified as most in need of support. The Service anticipates developing bespoke solutions with the third sector to best suit locality, needs of the community and organisation commissioned to deliver the support/projects.</p> <p>Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people.</p>	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).	Opportunities to deliver informal/non-formal learning experiences around the environment, culture and building resilience to change in the community and world the young people live in. May require identification of funds to enable young people to travel and experience different cultures and environments	Neutral	The service will discuss this with the 13 secondary schools and identify opportunities for young people to access a range of activities and learning experiences.	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.	Likely reduction in contact time with youth workers. Potential for fewer young people (and their families) in need being identified at an early stage for signposting and referral to other support services. Potential for reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing. Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened. Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Fewer activities may result in young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, disassociation from strategic operations such as Operation Bang (a joint project between Police and youth service to reduce anti-social behaviour during Halloween and Fireworks night) and Teen Drive (a joint project between Road Safety and the youth service to encourage positive driving behaviour).	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	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.	Potential of reduction in delivery of curriculum activities concerned with citizenship, international exchanges, information and advocacy.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
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, and treating the Welsh language no less favourable than the English language</i>	With reduced resources, there is potential for fewer opportunities for young people to meet socially or access projects and activities will result in fewer opportunities to use the Welsh language There will be a reduction in overall level of youth service provision but the intention is to continue to engage with youth workers in the language of their choice, it will result in fewer opportunities to use the Welsh language.	Poor	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure core support for the most at risk and vulnerable. Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
<i>Opportunities to promote the Welsh language</i>	The Urdd have been previously commissioned to support delivery of youth related activity for young people. Commissioning would still be undertaken.	Poor	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Neutral
<i>Welsh Language impact on staff</i>	Encourage staff to take up the 'learning welsh' opportunities provided by PCC.	Good	Capacity will be an issue, with many of the youth workers working part-time hours. Staff may consider attending in their own time and this would be an option to enable them to learn the language.	Poor
<i>People are encouraged to do sport, art and recreation.</i>	The YFC, Urdd are commissioned to deliver sport, art and recreation activities.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	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>	Service for 11 – 25 year olds with focus on 13 – 19. Potential of reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. Potential reduction in the range of positive activities provided, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other young people, having a safe space outside the family setting and being socially included may be impacted upon. Young people in any of the protected characteristic groups needing 121 or targeted support as a member of that group will continue to be supported.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
<i>Disability</i>	As above	Poor	As above	Poor

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Gender reassignment	As above	Poor	As above	Poor
Marriage or civil partnership	As above	Poor	As above	Poor
Race	As above	Poor	As above	Poor
Religion or belief	As above	Poor	As above	Poor
Sex	As above	Poor	As above	Poor
Sexual Orientation	As above	Poor	As above	Poor
Pregnancy and Maternity	As above	Poor	As above	Poor

Source of Outline Evidence to support judgements

2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO. 2) Options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy.
New delivery model/service structure (review to be undertaken and finalised).

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

Principle	How does the proposal impact on this principle?	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
Sustainable Development Principle (5 ways of working)				

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	It is anticipated that there will still be a need for youth provision to support YP in most need and provide a range of informal, non-formal learning and recreational activities. Without long term planning information and indicative funding levels it is difficult to anticipate the level of change. Currently awaiting outcome of research indicated in column 5 to inform the long term sustainability of third sector delivery.	Poor	<p>Carry out some long term, generational, decadal planning, review census data, etc.</p> <p>The broad approach being planned, is to seek out new opportunities and work closely with community groups and third sector to delivery youth-based activities and work across the county. The core role in supporting the most in need of Youth worker support will be strengthened, with staff based in High Schools. An ESF bid is being prepared for submission in partnership with others, to further develop this.</p> <p>The Service will support and commission others in providing opportunities for young people, with a much reduced reliance or emphasis upon this relying on a static, service-owned, building.</p>	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Until the research has been completed it is unclear the extent of the collaboration possible although it will be actively explored.	Neutral	Reduced service-officer time will be offset by the intention to actively engage with partners, through commissioning of services or grant support for projects and other forms of support to young people.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.	Neutral	Ensure that all existing and new partners are actively involved in consultation, participation and planning.	Neutral

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	<p>Potential for reduced contact time with professional youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services.</p> <p>Possibility of reduction in the range of positive activities sought out by young people, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing.</p> <p>Access to other young people, having a safe space outside the family setting and being socially included may be impacted upon.</p> <p>Greater emphasis on 'signposting' of activities, to tackle potential for young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe.</p> <p>Clear need to ensure new ways of working provide for the range of ways in which young people chose to engage with their peers and society.</p>	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	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>	As Above	Neutral	As Above	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	As in earlier sections, it is predicted that a reduction in the range of support & opportunities for young people may have a negative impact on health, education and well-being outcomes without developing alternative strategies within the means available to do so.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	There will be the opportunities to engage with a community based youth worker.	Good	Partnership work and joined-up approach to working with young people.	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.	Potential for reduction in open access provision, which could lead to fewer opportunities for young people to develop trusting relationships with youth workers, potentially resulting in fewer disclosures of abuse and neglect. Alternatives may be less successful in highlighting such issues.	Poor	Although there will be a potential increase in range of recreational opportunities for young people commissioned/procured by the voluntary youth sector, there will inevitably be a reduction in young people having access to a suitably qualified and experienced youth worker. Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.	Good
Impact on Powys County Council Workforce	Making staff redundant, therefore decreasing the youth service skilled workforce.	Poor	Follow management of change process and commission the Urdd and YFC to cover the rural areas and the welsh language youth work.	Good

Source of Outline Evidence to support judgements

2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy.

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Medium	Medium
Mitigation Researching and application for external funding for holiday programmes. Low cost or no-cost delivery sites, where youth workers can provide the voluntary informal, non-formal engagement. Working in partnership with other agencies to ensure gaps are plugged and young people are supported across the county.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
<p>From the viewpoint of the current professional youth service, seeking new ways of delivering activities and support for young people does come with inherent risks, particularly for those young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant. The Service will need to develop opportunities for young people in new ways, and ensure that adequate provision is sought out through the third sector and local communities. The model of operating out of static youth centre buildings has been a known way of working for open access work, and working with others to provide broad open access provision is less certain and understood, and will require effort in working with others to ensure effectiveness. It is noted however that long-term ownership and occupation of static buildings is not a sustainable and affordable option in any event.</p> <p>A statutory function of local authorities is a requirement under section 123 of the Learning & Skills Act 2000 and Youth Support Service Direction (Wales) 2002. The directions specify the duty placed upon local authorities to provide or secure, in partnership with the voluntary sector, a 'high quality Youth Service'. The ability to meet national priorities such as the Youth Engagement & Progression Framework, Tackling Poverty agenda, Youth Work in Wales strategy.</p> <p>The youth service in Powys has traditionally sought to deliver and directly manage a range of targeted and non-targeted youth provision. The degree of joint working with the third sector and others, and for commissioned work will have to be significantly strengthened and new ways of service delivery sought out. The effectiveness of this new approach has yet to be tested in Powys.</p> <p>The local authority Youth Service is part of the Estyn inspection framework 'Local Authority Education Service for Children and Young People'.</p>	Medium	Need to await outcomes of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment.	Medium
	Choose an item.	To develop new partnerships and commissioning of services with the third sector and local communities	Medium

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	Choose an item.	To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this.	Medium
		To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Restructure of Powys Youth Service	November 2017 – January/February 2018	Redesigned Youth Service	Report has been through Cabinet October 2017
Portfolio Holder decision required	Yes	Date required	Agreed October 2017
Cabinet decision required	Yes	Date required	Agreed October 2017
Council decision required	Yes	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

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12. 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.</p> <p>The service budget reduction has the potential to result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities.</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 possible risk or disengaged from society remains at the core of directly provided work. A grant bid is being pursued to strengthen this approach.</p> <p>As part of a service redesign it will pursue an exit strategy from direct owner/occupation of most or all of its specific building stock, and instead procure access to venues as and where necessary to deliver the service.</p>	

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

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

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<p>Outcomes received, of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment - December 2015.</p> <p>To develop new partnerships and commissioning of services with the third sector and local communities – Ongoing.</p> <p>To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this – Commission approach not being pursued.</p> <p>To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision – Initial grant received April 2017 – September 2018, further funding ongoing.</p>
Please state when this Impact Assessment will be reviewed.
Continuous review through restructure process.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Helen Quarrell		

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Head of Service:	Stuart Mackintosh		23/11/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Cabinet	Date required	October 2017
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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

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Service Area	Libraries	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal	1819-17 - MTFS target for 2018/2019 - £125k To achieve efficiency savings through securing partnership working to deliver branch libraries. Decommissioning of libraries where no community partnership solution can be found to enable a continued service and budget reductions.						

Outline Summary / Description of Proposal

In February 2016, informal cabinet asked the service to explore options around the future of the library service, through co-location, consultation and community conversations to try to realise 50% of the local controllable running costs of 11 branch libraries in smaller towns across the county. Since then, the library service has been using the commissioning cycle to develop and trial ways of minimising costs and maximising benefits for residents through new ways of working, colocations and community partnerships, to deliver Powys 2025 Vision outcomes, meet Welsh Government requirements for a statutory library service, support Well-being goals and achieve £125,000 efficiency savings target by 30/03/2019.

Where no solution can be found, there will be no alternative but to close branch libraries in order to achieve budgetary savings, and this is the focus of this impact assessment.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£125,000	£	£	£	£	£125,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	Public and staff consultation was completed in 2016	Yes

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

Version	Author	Job Title	Date
V1	Kay Thomas	Principal Librarian	7 th August 2016
V2	Kay Thomas	Principal Librarian	26/10/2017
V3	Kay Thomas	Principal Librarian	27/12/17

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Wide impact – loss of branch libraries would impact on the Schools Service, Social Care, Customer Services, Income and Awards, Housing, Recycling, Transport, Cleaning service			
Service Area informed:	Services above	Contact Officer liaised with:	Service Officers – Gareth Jones (Schools Service), Dominique Jones (Social Care), Kelly Watts (Customer Services), David Morris (Income and Awards), Simon Inkson (Housing), Nigel Brinn, Ian Harris and John Forsey (Recycling and Transport), Cheryl Leighton and Ian Hammond (cleaning services)
Mitigation			
To work with local communities and services to secure ongoing commitment to retaining branch libraries, and associated functions through local arrangements.			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	<p>The following benefits of branch libraries will be lost: Branch libraries draw people into town centres, which benefit the local shops and businesses.</p> <p>In addition, libraries support job seekers and self-employed/small businesses through the IT and information provision which offers supported access to jobseekers online and government gateways. Libraries will play an important role in the roll out of Universal Credit in Powys.</p> <p>Reduction in the library service provided by the authority will impact on statutory service delivery as reported to Welsh Government under the Welsh Public Library Standards framework, which encompasses core entitlements for residents of Wales</p>	Very Poor	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery.</p> <p>Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however the elderly and very young and those without transport would still suffer detriment</p>	Very Poor

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Health and Care We will lead the way in effective, integrated rural health and care	<p>There may be an impact in cases where a branch library had to close, with residents having more limited opportunity to access council services, literature and information. The library service is also Dementia Friendly and offers literature in support of this to those living with Dementia and their carers. Libraries are part of the Book Prescription Wales schemes for adults and children, so residents would be unable to collect titles prescribed by health colleagues locally. The library service works closely with Powys Health Promotion unit to widely disseminate campaign information to libraries across the county (e.g. measles vaccinations, or stop smoking campaigns).</p> <p>Public libraries have enabled people to access online cognitive behaviour courses prescribed for them. Activities in branch libraries have a positive impact on health and wellbeing, e.g. rhythm and rhyme sessions for parents and babies encourages bonding as well as a social network for peer support. Dementia reading aloud sessions have proven benefit, and groups such as book groups, knit and natter and poetry groups offer mental stimulus and social interaction to boost overall wellbeing.</p>	Poor	Working closely with local communities and council services to take all reasonable efforts to secure on going service provision in local communities. The provision of a mobile library service will continue without change and would act a mitigation measure, but cannot offer the range of materials, access to any online resources, or same level of social activities.	Poor

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills	<p>The following benefits of branch libraries will be lost: The library service supports learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 76% of respondents in the adult library user survey said that the library has helped them to learn something new, and 48% said it helps them with education.</p> <p>“Access to Research” is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys – usage statistics show that Powys was 5th in May and 3rd in June 2016, for usage, across the whole of the UK. Ancestry.com and FindmyPast local and family history online resources are similarly only available from library computers.</p> <p>Volunteer opportunities allow people to learn, practice and share skills locally in their community.</p> <p>Staff and volunteers provide sessions such as 1-1 computer support, coding, family learning through storytimes, Lego clubs, homework support etc. Literacy is developed for all ages e.g. through rhythm and rhyme and storytimes to book clubs and poetry groups and reading aloud for adults sessions.</p>	Very Poor	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the “Montgomery model”) have the same limitations and negative impact on the beneficial outcomes of branch library service delivery.</p> <p>Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however those without transport would still suffer detriment, particularly children and young people, elderly and disabled.</p>	Very Poor

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	<p>Library services support residents to live fulfilled lives and to feel part of their community. 90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives. Closure of branch libraries will have a significant impact on these outcomes.</p> <p>Reduction in the library service provided by the authority will impact on statutory service delivery as reported to Welsh Government under the Welsh Public Library Standards framework, which encompasses core entitlements for residents of Wales.</p>	Very Poor	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery.</p> <p>Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however the elderly and very young and those without transport would still suffer detriment.</p>	Very Poor

Source of Outline Evidence to support judgements

Adult library user survey data, Nov 2015
 Results of public consultation, July 2016
 List of services provided by branch libraries
 Library usage data
 “Libraries making a difference” Welsh Public Library Standards framework 5, 2014 – 2017
 Libraries – bridging the digital divide. Libraries Wales 2016
 Analysis of library membership postcodes 2016
 Analysis of library usage by road zones 2013

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Closure of libraries would see the loss of the following contributions to this goal: Branch libraries already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Contributions to the local economy and learning as outlined above, plus work experience and volunteer opportunities in libraries develop skills for employability.	Very Poor	As for council priorities above – alternatives include use of the mobile library, drop-off points or volunteer run libraries, none of which provide the range of services or benefits currently offered by trained staff in a branch library.	Very 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	Not relevant	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>	<p>Closure of libraries would see the loss of the following contributions to this goal:</p> <p>Visits to the library improve the health and wellbeing of residents, and reading boosts mental health, along with social interaction.</p> <p>Book prescription schemes and ready access to health information.</p> <p>69% of respondents to the adult library user survey Nov 15 reported that the library had helped them with information about health matters, and 91% said that going to the library makes them feel better.</p>	<p>Very Poor</p>	<p>Use of mobile library visits, drop-off points or volunteer run libraries can offer some benefits, but not to the current level.</p>	<p>Poor</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Closure of libraries would see the loss of the following contributions to this goal:</p> <p>90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives.</p>	<p>Very Poor</p>	<p>Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries would not be able to offer the same broad range of opportunities and outcomes.</p>	<p>Poor</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>Libraries act as a Hub of information and communication with the wider world, and loss of any facility could potentially impact knowledge and understanding, and interaction with the wider world.</p>	<p>Poor</p>	<p>Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries would not be able to offer the same broad range of opportunities and outcomes.</p>	<p>Poor</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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<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	<p>Currently provided through range of stock and resources, including Welsh speaking staff – these benefits were highlighted through the public consultation process.</p> <p>In the adult public library user survey Nov 2015, 6% of respondents overall said that their main language is Welsh, compared to 87% English. However, this varies considerably across the county cross reference branch data</p>	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities, depending on linguistic abilities.	Unknown
<i>Opportunities to promote the Welsh language</i>	Currently promoted by range of stock and associated activities in the Welsh language e.g. storytimes, Welsh classes, author visits. These opportunities could be lost if branch libraries close	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities, depending on linguistic abilities.	Unknown
<i>Welsh Language impact on staff</i>	<p>If staff are made redundant through this project, this could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 7 July 2016:</p> <p>Level 0 – 9 staff Level 1 – 26 Level 2 – 12 Level 3 – 5 Level 4 – 3 Level 5 – 5)</p>	Very Poor	Redeployment opportunities within the library service would be extremely limited, possibly within PCC as a whole. The need to have Welsh speaking staff is more crucial with the new Welsh Language Standards, but distances within Powys make redeployment more problematic	Unknown

<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Libraries currently offer a wide range of opportunities for cultural, educational and recreational activities- 16,175 people attended library events in 2015/16. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced opening hours, and has been supported by partner organisations and volunteers. They are also required as core entitlements under the Welsh Public Library Standards and provide the cultural offer under the UK wide Universal Offers provided by library services.</p>	<p>Very Poor</p>	<p>Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities</p>	<p>Unknown</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>The age breakdown of 62,151 registered library members shows the following:</p> <p>0-4 years 1502 5 – 10 years 6116 11-13 years 3569 14-17 years 3792 18-59 years 28175 – update, see SS data 60+ years 16292</p> <p>Not all registered members have given this information.</p> <p>Responses to service surveys generally show that the most frequent users are the very young, elderly and unemployed people, frequently the most vulnerable in our societies.</p> <p>This is also shown in the responses to the public consultation April – July 2016:</p> <p>Under 45 years: 19% of responses 45-64 years: 39% 65+: 42%</p> <p>and even more markedly in the responses to the adult public library user survey in Nov 2015, which showed 22% of respondents 75 years +, and 32% between 65-74 years.</p> <p>We can therefore conclude that any closure of libraries would impact heavily on older people.</p> <p>A survey of junior library members (7 - 16 years) was carried out in Oct 2016.</p> <p>94% of respondents aged 7-11 years find their library to be a safe and enjoyable place to visit, and 61% feel it makes a difference to their lives. An overall rating of 9.1 out of 10 was given for the library service with this age group.</p> <p>With 11-16 year olds, 88% find the library safe and enjoyable, 55% said it makes a difference to their lives, and an overall rating of 8.5 out of 10 was achieved.</p>	<p>Very Poor</p>	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the “Montgomery model”) have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.</p> <p>For staff, if libraries close, redeployment opportunities within the library service are likely to be nil, and limited within PCC as a whole</p>	<p>Very Poor</p>
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	<p>Staff data by age, as at July 16:</p> <p>Under 25: 1</p> <p>25-34: 3</p> <p>35-44 : 8</p> <p>45-54: 25</p> <p>55-64: 28</p> <p>65-74: 4</p> <p>Redundancies are likely to affect older staff more.</p>			
Disability	<p>Public consultation 2016:</p> <p>23% of respondents stated that they have a long term disability or condition.</p> <p>Library service surveys frequently receive responses around mobility issues, and the inability of such residents to travel to bigger towns to access libraries. In the adult public library user survey, Nov 2015, 25% of respondents stated that they have a long term disability or condition, with 13% of those citing mobility issues, 9% hearing and 8% problems with stamina, breathing and fatigue. 4% cited each of vision, dexterity, mental health and memory issues.</p>	Very Poor	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.</p>	Very Poor
Gender reassignment	No impact	Neutral	None needed	Neutral
Marriage or civil partnership	No impact	Neutral	None needed	Neutral
Race	In the adult library user survey Nov 2015, 89% gave their ethnicity as white, 2% other, and 9% declined to answer. No specific impact identified.	Neutral	None	Neutral
Religion or belief	No impact	Neutral	None	Neutral

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<p><i>Sex</i></p>	<p>The membership database shows that 23472 registered library members are male (38%), and 35811 are female (58%). Not all of the 62151 members have given this information.</p> <p>The interim analysis of the public consultation exercise, April – July 2016, also reflects that more females use the library service than males; 69% female 31% male</p> <p>This is confirmed again by the adult library user survey data: 64% responses female 30% male.</p> <p>Library Staff data as at July 2016: Male: 8 Female: 60</p> <p>Library closures would impact more on females in the community and on the staff.</p>	<p>Very Poor</p>	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the “Montgomery model”) have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.</p> <p>For staff, if libraries close, redeployment opportunities within the library service are likely to be nil, and limited within PCC as a whole</p>	<p>Very Poor</p>
<p><i>Sexual Orientation</i></p>	<p>No impact</p>	<p>Neutral</p>	<p>None</p>	<p>Neutral</p>

<p><i>Pregnancy and Maternity</i></p>	<p>No data, although anecdotal evidence in comments to surveys state that new parents enjoy coming to the library with their babies whilst on maternity leave. Parents who cannot drive also state that they find the local library a lifeline.</p>	<p>Very Poor</p>	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the “Montgomery model”) have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.</p>	<p>Very Poor</p>
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Source of Outline Evidence to support judgements

Adult library user survey data, Nov 2015
Results of public consultation, July 2016
List of services provided by branch libraries
“Libraries making a difference” Welsh Public Library Standards framework 5, 2014 – 2017
Libraries – bridging the digital divide. Libraries Wales 2016
Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014
List of services provided by branch libraries
Book Prescription Wales and Children and Families Book Prescription loan data
Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012
Trent staff data
Welsh Public Library Standards return 2015/16
Universal offers poster

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	<p>It is important that the immediate budgetary pressures do not override the opportunity to develop long term planning and maintain/increase contribution to the wellbeing goals for the future. This is a significant risk.</p> <p>Opportunities to link with other PCC reviews and strategies in the longer term, with opportunities to improve services and outcomes for residents, could be lost through immediate budget pressure to achieve savings targets.</p> <p>Any library closures would impact on the service's ability to contribute to wellbeing goals in the future.</p>	Very Poor	<p>Continue to raise awareness of this risk with other officers, portfolio holder and cabinet members.</p> <p>Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes as trained staff.</p>	Very Poor

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The library service has a long history of working with partners to be able to deliver more, both within PCC and in the 3 rd sector. This is a main premise in the current negotiations, and has the potential to build on the current base, for the benefit of residents – closure of libraries would negate this work	Poor	Mitigation would need to be considered and possibly developed, but it is difficult to see what this could be at present.	Unknown
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	A public consultation and engagement exercise has taken place from 15/04/16 – 03/07/16. The service routinely runs customer satisfaction surveys, as required by Welsh Government, on a 3 yearly cycle, and is featured in PCC's annual residents' survey. Staff consultation has also taken place.	Neutral	Regular consultation will be maintained, though satisfaction levels are likely to reduce markedly through any library closures	Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The public consistently highlight that public libraries already offer preventative medicine and save the authority and the health service money in that way. It is important that this contribution is recognised by the authority in the decision making process. Library closures will impact this benefit and potentially increase demand on other services.	Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Poor
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>	Branch libraries impact positively for residents under the wellbeing objectives and OPP priorities – closure would affect this contribution significantly.	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Very Poor

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Branch libraries impact very positively on this principle, through provision of a free service at the point of delivery, also support for job seekers. Jobseekers who are required to undertake job searches daily and use library facilities to do this with support from staff, would be particularly badly affected by closures	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Very Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	<p>The following benefits of branch libraries will be lost: The library service supports learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 76% of respondents in the adult library user survey said that the library has helped them to learn something new, and 48% said it helps them with education.</p> <p>“Access to Research” is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys – usage statistics show that Powys was 5th in May and 3rd in June 2016, for usage, across the whole of the UK.</p>	Very Poor	<p>Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do.</p> <p>Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas.</p> <p>Drop-off points or passing branches libraries to the community to run themselves with volunteers (the “Montgomery model”) have the same limitations and negative impact on the beneficial outcomes of branch library service delivery.</p> <p>Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however those without transport would still suffer detriment, particularly children and young people, elderly and disabled.</p>	Very Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 branch libraries support the vulnerable and those on the fringes of communities – closure would impact on these groups. Safeguarding policies are in place for children and vulnerable adults, for reporting concerns – branch library staff know their local customers well, and frequently pick up on issues	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same levels of safeguarding.	Very Poor

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Impact on Powys County Council Workforce	<p>Staff data by age, as at July 16:</p> <p>Under 25: 1</p> <p>25-34: 3</p> <p>35-44 : 8</p> <p>45-54: 25</p> <p>55-64: 28</p> <p>65-74: 4</p> <p>The majority of staff are female and work part time:</p> <p>Full time: 9</p> <p>Part time: 59</p> <p>Redundancies would impact most severely on females aged 45+, who only work part time and at low wages.</p> <p>Staff gender as at July 2016:</p> <p>Male: 8</p> <p>Female: 60</p> <p>Welsh speaking abilities:</p> <p>Level 0 – 9 staff</p> <p>Level 1 – 26</p> <p>Level 2 – 12</p> <p>Level 3 – 5</p> <p>Level 4 – 3</p> <p>Level 5 – 5</p> <p>Wholesale closures and redundancies would impact on protected characteristics</p> <p>Also cleaning service staff</p>	Very Poor	<p>Redeployment opportunities non-existent within library service, and very limited within PCC</p> <p>Distances also prohibitive to redeployment opportunities</p>	Very Poor
Source of Outline Evidence to support judgements				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>Adult library user survey data, Nov 2015 Results of public consultation, July 2016 List of services provided by branch libraries “Libraries making a difference” Welsh Public Library Standards framework 5, 2014 – 2017 Libraries – bridging the digital divide. Libraries Wales 2016 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012</p>				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation Close and sustained efforts applied by the service to creating partnerships with council services and Town and community Councils/ others in developing new ways of working and or co-location of services so as to create efficiency savings.		

9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to library closures, leading to legal challenge of decisions and judicial review process, loss of PCC reputation, and inability to achieve savings as required under MTFS whilst legal challenge is undertaken (likely to be a lengthy process)	High	Service will seek to consult and communicate in an open way with stakeholders so as to communicate its intentions to secure and ongoing local branch library provision but may need to secure co-location of the service and/or partnership working with others to achieve this. This might still lead to opposition by some who may not approve of local partnership arrangements or may disapprove of options for relocation/co-location.	High
Significant impact on statutory service delivery to the customer/community, under the Welsh Public Library Standards framework – potential for WG intervention and loss of library authority status	High	As Above	High

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Missed opportunities for larger PCC financial savings together with improved customer service and wellbeing outcomes, through joint working e.g. on Social care hubs, small business hubs, customer services review, office accommodation and agile working initiatives	High	A number of information project boards have been set up to encourage co-location and joint working but to date have been limited in success.	High
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
To conclude remaining projects to secure new partnerships and co-locations.	April 2018	Conclusion of action plan to secure savings.	Subject to previous Cabinet report; work to achieve savings has been tracked through a libraries and Museums Project Board, chaired by Portfolio Holder.
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Legal	X											
Property	X											
Schools Service	X											

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Closure of branch libraries has a significant impact on beneficial outcomes for residents, in particular the most vulnerable (elderly, very young, unemployed and disabled) who would find it difficult/impossible to travel to a larger library. There are no mitigations which can offer a comparable range of service to branch libraries, in terms of literacy, learning, health, digital/online opportunities and access to council services, delivered and supported by trained staff.</p> <p>Closures are likely to be challenged by the public, leading to a lengthy and costly judicial review process.</p> <p>Closures will also impact on the authority's performance under the Welsh Public Library Standards, with potential for WG intervention and loss of library authority status.</p> <p>Opportunities to maximise the contribution made to wellbeing goals for future generations, as well as to create financial saving through further partnerships and a more holistic approach to delivering a wide range of services, should not be lost in order to achieve short-term budgetary targets.</p> <p>Currently no library closures are planned. However, although solutions as outlined below have been found for all of the branch libraries, some of these solutions are fragile as they depend on the financial and political decisions and ongoing goodwill of volunteers and others, and therefore the risk of closure must remain high.</p> <p>Solutions found:</p> <ul style="list-style-type: none"> • Bulth Library – co-located into corporate building March 2017, (Antur Gwy) and reduced staffing levels • Crickhowell Library – day-to-day management of premises and staff transferred to Crickhowell High School Dec 2016, stock provided by library service • Hay-on-Wye Library – co-locating into new primary school, spring 2018, with reduced opening hours and reduced staffing levels • Knighton Library – co-located into Knighton and District Community Centre Dec 2017, reduced opening hours and staffing levels. Premises costs funded by Community Centre Management Committee (some fragility here, especially without grant funding from PCC towards community centres – will require further grant applications to help sustain) • Llanfair Caereinion Library – Town Council has taken over premises related costs. Staffing reduced, library opened by volunteers for one session per week. • Llanfyllin Library – 50% of library running costs to be provided by North Montgomeryshire CIC, which comprises a grouping of all of the town and community councils in that area of Powys (some fragility here also, if the CIC fails or some community councils decide not to fund the library). • Llanidloes Library – Town council has provided premises for co-located library and museum, within Town Hall • Llanwrtyd Library – reduced staffing levels; 2 sessions staffed, 3 sessions provided by volunteers (heavy dependency on ongoing recruitment, training and goodwill of volunteers in such a small community) • Presteigne Library – reduced staffing levels, contribution from Town Council towards premises running costs. Grade II listed building, likely to need significant investment in the future. Staff provide 3 sessions per week, volunteers 2 sessions. Most dissatisfaction with volunteer run sessions here, as cannot provide library+ services (council services) • Rhayader Library – outline agreement to co-locate with Freedom Leisure at Rhayader Leisure Centre. Grant bid submitted to Rural Communities Development Fund, to fund alterations and fit-out. • Talgarth Library – co-locating into new primary school Feb 2018. 	

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

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

N/A

14. On-going monitoring arrangements?

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

Library service routinely undertake customer feedback as part of its work to satisfy the requirements of the Welsh Government

Please state when this Impact Assessment will be reviewed.

Ongoing

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kay Thomas		
Head of Service:	Stuart Mackintosh		26/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Cabinet	Date required	February 2016
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FORM ENDS

MEDIUM RISK IMPACT ASSESSMENTS

1819-01 – Right sizing high cost placements/packages and bring some people back into community living

1819-02 – Learning Disabilities Supported Tenancies

1819-04 – Business Support Savings 2018/19

1819-06 – Reduce Supporting People budget

1819-10 – ICT Savings 2018/19 – System Rationalisation

1819-11 – ICT Budget Absorbing £70k of new costs

1819-23 – Cease Funding Tourist Information Centres

1819-26 – Heart of Wales Property Services Ltd

1819-29 – Failure to achieve MTFS target of £35k in respect of the commercial portfolio

1819-30 – Transfer of the operation of public conveniences

1819-31 – Raise age of admission

1819-36 - ALN

Cyngor Sir Powys County Council

Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Adults	Head of Service	Dylan Owen/Jennifer Jeffreys	Strategic Director	Phil Evans	Portfolio Holder	Cllr Stephen Hayes
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Proposal 1819-01 Right sizing high cost placements / packages and bring some people back into community living

Outline Summary / Description of Proposal

Right sizing high cost placements for Learning Disabilities and bringing some service users back into community living. Clients will be moved, when assessed as appropriate to meet their ongoing needs 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.

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£150,000	£0	£0	£0	£0	£150,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Contract Management Activity between PCC and Provider	No

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

Version	Author	Job Title	Date
Version 2	Sue O'Grady	Senior Manager – MH & Disabilities	21/11/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)	
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
None	
Service Area informed:	Contact Officer liaised with:
Mitigation	

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy		Unknown		Unknown
Health and Care We will lead the way in effective, integrated rural health and care		Unknown		Choose an item.
Learning and skills We will strengthen learning and skills	There will need to be comprehensive co-productive approaches with service users/families/advocates to ensure that they fully understand the pathway and support available to them.	Good		Good
Residents and Communities We will support our residents and communities	More people will be supported at home to maintain or regain independence with different forms of technology in a supported living framework.	Good		Good

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Source of Outline Evidence to support judgements

Priority and Impacts evidenced by Joint Commissioning Strategy: Adults with a learning Disability

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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, and 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	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

Source of Outline Evidence to support judgements

Evidenced in key priorities in Joint Commissioning Strategy :Adults with a Learning Disability

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 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: Working with others in a collaborative way to find shared sustainable solutions.	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): Involving a diversity of the population in the decisions that affect them.	Liaison with 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: 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.	Current project is being delivered through the Learning Disabilities thematic 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 proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Individuals with a learning disability in accommodation with 24 hour paid support. Parent/carers will be part of the ongoing work to identify any proposed changes to the current package of care/future service provision	Neutral		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.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral
Impact on Powys County Council Workforce	No impact	Neutral	No impact	Neutral
Source of Outline Evidence to support judgements				
There will be no direct change to unpaid carers or to the requirements of the safeguarding of individuals with a learning disability, the Council's Statutory duty will continue to be met.				

8. Achievability of proposal?

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

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Choice – service users / carers may not want to move or change the service they have	High	To work with the individual/parents/advocates in evaluating the choices available	Medium
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	Medium	Increase market access	Medium
Reviewing the assessment – we may find that many are actually at the right level and services cannot be changed	Medium	None	Medium
Provider not prepared to negotiate rates	High	Re-negotiation/notice of contract	High
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Renegotiation of contracts	March 2019		
Return to home project Phase 1	March 2019		
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Within service												

12. 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.	

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13. 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.

14. 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

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sue O'Grady		21/11/2017
Head of Service:	Dylan Owen/Jennifer Jeffreys		
Strategic Director:	Phil Evans		
Portfolio Holder:	Cllr Stephen Hayes		

16. Governance

Decision to be made by	Portfolio Holder	Date required	Ongoing business as usual and Project in train
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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Adult Social Care	Head of Service	Dylan Owen/Jennifer Jeffreys	Strategic Director	Phil Evans	Portfolio Holder	Cllr Stephen Hayes
Proposal		1819-02 Learning Disabilities Supported Tenancies					
Outline Summary / Description of Proposal							
<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 Positon 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 £150k2018/19 £200k2019/20 £150k							

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£200,000	£150,000	£	£	£	£350,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		No

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

Version	Author	Job Title	Date
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Version 2	Sue O'Grady	Senior Manager – MH & Disabilities	21/11/2017

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

None

Service Area informed:

Contact Officer liaised with:

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Aims/priorities from the Joint Commissioning Strategy: Adults with a Learning Disability 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.	Neutral	Proactive sharing of information to manage and minimise any negative public views that changes may create. Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county. Include consultation with health colleagues and applications for health support and funding where applicable.	Good
Health and Care We will lead the way in effective, integrated rural health and care	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	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	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. 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. The project will look at opportunities for people to access unpaid support such as community befriending schemes and shared support opportunities with peers.	Neutral	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. Proactive sharing of information to manage and minimise any negative public views that changes may create.	Good

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	<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</p> <p>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

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Source of Outline Evidence to support judgements

Budget recovery plan, SSWB Act, The One Powys Plan, Market position statement (in development) Joint Commissioning Strategy: Adults with learning Disability Powys Future Generations Act, Stakeholder consultations Joint Commissioning Strategy: Adults with learning Disability Powys, Council standard tendering procedure and terms and conditions.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	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	Neutral	Working with local providers to develop Market position statement for forward planning of possible opportunities for business development in the county.	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).	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	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>	<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>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>

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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.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	94% of tenants prefer to be addressed in English, and 2% prefer Welsh. The rest did not record a preference. 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. 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.	Neutral	The councils standard terms and conditions require providers to support individuals in the language of their choice	Neutral
Opportunities to promote the Welsh language	As above	Neutral	As above	Neutral
Welsh Language impact on staff	No impact	Neutral	No impact	Neutral
People are encouraged to do sport, art and recreation.	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).				
Age	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

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Disability	<p>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.</p> <p>As such the service is designed to meet the requirements for people with a learning disability and is not preferential in any other way.</p>	Neutral		Neutral
Gender reassignment	No impact	Neutral		Neutral
Marriage or civil partnership	No impact	Neutral		Neutral
Race	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
Religion or belief	<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>	Neutral		Neutral

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Sex	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%).	Neutral		Neutral
Sexual Orientation	No impact	Neutral		Neutral
Pregnancy and Maternity	No impact	Neutral		Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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)
 Alder advice progression model and assessments.
 Joint Commissioning Strategy: Adults with learning Disability
 Joint Commissioning Strategy: Adults with learning Disability Powys
 The One Plan Powys
 Future Generations Act
 Stakeholder consultations
 Council standard tendering procedure and terms and conditions

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	<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
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	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.	Good	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.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	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.	Good		Very Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	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.	Good		Good

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<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
Prevention: Understanding the root causes of issues to prevent them from occurring.	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.	Good		Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	<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>	Good	<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: 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>	Good

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Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Unpaid carers/parent would be consulted as part of the ongoing assessment and review process of an individual which is the current practice. The services provide paid care on a 24 hour basis.	Neutral		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.	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 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.	Good
Impact on Powys County Council Workforce	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
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.

Early communication with all disability teams of new savings targets in order to facilitate support for change and careful management of impacts.

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public Resistance and / or political resistance to perceived levels of service reduction.	Low		Low
Risk that savings won't be delivered	High	Ongoing dialogue, communication and renegotiation with providers	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Within ASC ongoing Business			
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Within service												

12. 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.	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

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

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:

Accessibility- ensuring that people with learning disabilities have full access to their communities by commissioning community based support.

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.

Respect- Commissioning services that specify that we expect our service users to be supported in ways that show them respect and protect their dignity

Focus- Commissioning services that are demonstrably concentrated on gaining a good quality service for a fair price.

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.

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.

14. 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.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sue O'Grady		21/11/2017
Head of Service:	Dylan Owen/Jennifer Jeffreys		
Strategic Director:	Phil Evans		
Portfolio Holder:	Stephen Hayes		

16. Governance

Decision to be made by	Portfolio Holder	Date required	Ongoing ASC Business
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FORM ENDS

This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

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Service Area	Business Services	Head of Service	David Morris	Strategic Director	Mark Evans	Portfolio Holder	Cllr Aled Davies
Proposal		1819-04 - Business Support Savings 2018/19					
Outline Summary / Description of Proposal							
<p>Business Support have since 2014/15 saved £1.7 million through staff and third party spend reductions and business process improvement. These reductions whilst achievable have meant Business Support are now at a point where further significant reductions will result in detriment to its ability to provide its existing services and support and potentially place 'core' functions at risk.</p> <p>For 2018/19 Business Services are targeted with £200k.</p> <p>To date £200k savings have been identified from Business Support and the impact on business support of realising the £200k is shown below.</p>							

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Business Support £200k	£nil	£nil	£nil	£nil	£200k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Potentially	No

3. 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	10/11/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

If Business Support make £200k savings:

100k savings would have less potential to impact on other service areas as:

£50k – DBS conversion of posts from baseline budget to income funded

£18k – HR Admin return to service efficiency agreed but delayed to 2018/19

£32k – Non-staffing savings

The further £100k (4 x Administrators) would impact on various service areas/customers as follows:

- Front line services would see a reduction in support and this would potentially impact on their service delivery.
- The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information.
- Invoice processing performance standards would be potentially compromised.
- Progress on Transformational Projects which are critical to 'release benefits' would be compromised as resource supporting this would potentially be required to support operational delivery.
- Commercial activity (DBS) could be hampered by the 'knock on impact' of cuts in the function.

Service Area informed:

£100k – DBS Unit and HR informed

£100k staffing - Specific Service Areas not yet aware of potential savings

Contact Officer liaised with:

N/a

Mitigation

£100k staffing savings for Business Support for 2018/19 may need to be reconsidered/deferred.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Learning and skills We will strengthen learning and skills	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Residents and Communities We will support our residents and communities	Unknown	Unknown		Unknown

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Source of Outline Evidence to support judgements

Business Services service analysis of budget cuts

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Impact Assessment (IA)

The integrated approach to support effective decision making



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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.	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	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).	Reduced resilience and business continuity.	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	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.	N/a	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/a	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.	N/a	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.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	No impact	Neutral		Neutral

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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		Neutral		Neutral
Disability		Neutral		Neutral
Gender reassignment		Neutral		Neutral
Marriage or civil partnership		Neutral		Neutral
Race		Neutral		Neutral
Religion or belief		Neutral		Neutral
Sex		Neutral		Neutral
Sexual Orientation		Neutral		Neutral
Pregnancy and Maternity		Neutral		Neutral

Source of Outline Evidence to support judgements

Business Services analysis of budget cuts

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.		Neutral		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Reduced resilience and business continuity.	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Business support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		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.	Business Support will not have the capacity to support change initiatives above business as usual services	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Impact on Powys County Council Workforce	Reduced resilience and business continuity. Service Areas/customers may be required to undertake their own business support tasks with little or no direct support and limited advice	Poor	Reconsider/defer the £100k staffing savings target for 2018/19	Neutral
Source of Outline Evidence to support judgements				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Business Service analysis of budget cuts				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Reconsider/defer the £100k staffing savings target for 2018/19		

What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Business Support may not have the capacity to support some business as usual tasks and will not have the capacity to support change initiatives, new systems/processes above business as usual services	High	Reconsider/defer the £100k staffing savings target for 2018/19	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Reduce DBS baseline budget	01/4/2018	Reduced staffing baseline budget	None
Reduce supplies and services budgets	01/4/2018	Reduced "4 code" baseline budgets	None

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Review and reduce core staffing (4 x Administrators)	01/4/2019	Reduced support staff	None
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>If Business Support make £200k savings:</p> <p>100k savings would have less potential to impact on other service areas as predominantly non-staffing savings.</p> <p>The further £100k (4 x Administrators) would impact on various service areas/customers as follows:</p> <ul style="list-style-type: none"> • Front line services would see a reduction in support and this would potentially impact on their service delivery. • The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information. • Invoice processing performance standards would be potentially compromised. • Progress on Transformational Projects which are critical to 'release benefits' would be compromised as resource supporting this would potentially be required to support operational delivery. • Commercial activity (DBS) could be hampered by the 'knock on impact' of cuts in the function. 	

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

What additional evidence and data has informed the development of your proposal?
<p>Business Services Performance data</p> <p>Business Services SIP performance</p> <p>Business Services Budgetary analysis</p>

14. On-going monitoring arrangements?

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

Budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Anne-Marie Davies		
Head of Service:	David Morris		
Director:	Mark Evans		
Portfolio Holder:	Cllr Aled Davies		

16. Governance

Decision to be made by	Portfolio Holder	Date required	01/4/2018
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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Housing	Head of Service	Simon Inkson	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Jonathan Wilkinson
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Proposal	1819-06 Reduce Supporting People budget
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Outline Summary / Description of Proposal

This IA assesses the impact of decreasing the allocation from the Housing General Fund (GF) to Supporting People (SP) staffing/establishment by £42k which is the equivalent of a Supporting People Development Officer post and replacing the work in the team with a supporting people grant funded project "What Matters"

The Housing General Fund (GF) should pay for a range of non-landlord housing functions which are statutory and regulatory obligations for the Council. The GF budget is currently £799k and the MTFs shows the requirement to achieve £80k savings in 2018/19. The service propose achieving the remainder of the savings by:

- increasing the Private Sector Housing Team (PSH) income by £30k per annum from an increased allocation of capital.
- to reduce other GF budgets particular the Gypsy and Traveller management and maintenance site budgets by £8k.

These proposed savings are assessed separately.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£42k	£	£	£	£	£42k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	25/01/2018	Yes

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

Version	Author	Job Title	Date
1	Dafydd Evans	Service Manager Housing Solutions	26 th October 2017
2	Henk Jan Kuipers	Service Improvement Officer	16-11-2017
3	Greg Thomas	Business Continuity and Risk Management Officer	20 th November 2017

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The savings to the Supporting People staffing/establishment could impact on other services which impact/affect homelessness services, learning disability services, older persons support services, support to children and families and other support services in Powys. The team may not have the capacity to commission and monitor services effectively.

Service Area informed:

Contact Officer liaised with:

Mitigation

The introduction of a “what matters” project funded from grant will enable the innovative work of the team to continue and savings achieved from working in a different way will continue.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact expected	Unknown		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	The reduced staffing/establishment could impact on the supporting people grant funded projects in Powys, as there will be less Supporting People Programme Grant funds for frontline service in Powys. However the purpose of the project is to bring about better join up of services and do what matters for people.	Good	The introduction of a “what matters” project funded from grant will enable the innovative work of the team to continue and savings achieved from working in a different way will continue. They work could also be extended. The implementation of the What Matters grant funded project will enable the work of the SP team to continue for as long as grant is available.	Good

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Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	The reduced staffing/establishment could impact on the supporting people grant funded projects in Powys, as there will be less Supporting People Programme Grant funds for frontline service in Powys. However the purpose of the project is to bring about better join up of services and do what matters for people.	Poor	The introduction of a “what matters” project funded from grant will enable the innovative work of the team to continue and savings achieved from working in a different way will continue. They work could also be extended. The implementation of the What Matters grant funded project will enable the work of the SP team to continue for as long as grant is available.	Neutral
Residents and Communities We will support our residents and communities	The reduced staffing/establishment could impact on the supporting people grant funded projects in Powys, as there will be less Supporting People Programme Grant funds for frontline service in Powys. However the purpose of the project is to bring about better join up of services and do what matters for people.	Poor	The introduction of a “what matters” project funded from grant will enable the innovative work of the team to continue and savings achieved from working in a different way will continue. They work could also be extended. The implementation of the What Matters grant funded project will enable the work of the SP team to continue for as long as grant is available.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

The Supporting People team have previously seen a reduction of 25% in establishment/staffing and the three remaining members of staff have been able to implement innovative ways of working which have achieved significant savings. The establishment of the What Matters project funded from grant will enable the work of the team to continue for as long as grant is available.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Supporting People innovative working has resulted in efficiencies in support provision across Powys despite reduced grant funding. The What Matters project could result in greater efficiencies and job opportunities in the supported housing sector.	Good	Ensure that the What Matters project is compliant with supporting people grant conditions.	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 expected	Unknown		Choose an item.
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.	Reduced capacity to administer/review Supporting People grant which prevents issues escalating could adversely affect a number of health conditions	Poor	What Matters project funded from grant will ensure that the innovative work of the team continues for as long as grant is available	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact expected	Unknown		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 expected	Unknown		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact expected	Unknown		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact expected	Unknown		Choose an item.
<i>Welsh Language impact on staff</i>	No impact expected	Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Some supported housing provision if affected does promote healthy lifestyle/exercise	Neutral	The What Matters grant funded initiative may actually result in greater allocation of resources to more efficient ways of working.	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>	Supported Housing services provide support to older people	Neutral	What Matters project will ensure initiatives continue.	Neutral
<i>Disability</i>	Supporting people grant funds supported services for disabled persons	Neutral	What Matters project will ensure service continue.	Neutral
<i>Gender reassignment</i>	No impact expected	Unknown		Choose an item.
<i>Marriage or civil partnership</i>	No impact expected	Unknown		Choose an item.
<i>Race</i>	No impact expected	Unknown		Choose an item.
<i>Religion or belief</i>	No impact expected	Unknown		Choose an item.
<i>Sex</i>	No impact expected	Unknown		Choose an item.
<i>Sexual Orientation</i>	No impact expected	Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	No impact expected	Unknown		Choose an item.

Cyngor Sir Powys County Council

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Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Supporting people grant is dependent on national policy and allocation of budget which means the What matters project cannot be guaranteed long term	Poor	The efficiencies achieved from the What Matters project will achieve savings and efficiencies and it is unlikely that there will no supporting people grant in the future.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Supporting people grant is allocated to commission services provided by support providers the what matters project could increase co-operation between the Council and support providers	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact expected	Unknown		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The What Matters project will result in more preventative work being delivered for less.	Good		Choose an item.
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 expected	Unknown		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The What Matters project will benefit the prevention services funded by supporting people.	Good		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact expected	Unknown		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 expected	Unknown		Choose an item.
Impact on Powys County Council Workforce	Reduction in the establishment funded from GF in Supporting people equates to one supporting people development officer	Very Poor	The introduction of What Matters project will result in posts being retained but funded from grant which is not guaranteed.	Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
The reduction in funding of a Supporting People Development Officer Post is mitigated by using grant to support a new What Matters Project, including a What Matters Officer.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Supporting People Project Board approval of What matters project	Low	Engagement with members of the SPPB ensuring the What Matters project will be compliant with grant conditions and prevents homelessness and addresses the HSCWB aims.	Low
Reduction is substantive funding of a supporting people development officer post	High	Funding replaced by supporting people grant	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	No	Date required	
Cabinet decision required	Yes	Date required	22/2/2018
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No requirements.												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The £42k savings to the Supporting People staffing/establishment would impact on supporting vulnerable people to sustain their tenancies. It would also impact other services which impact/affect homelessness services, learning disability services, older persons support services, support to children and families and other support services in Powys. The team may not have the capacity to commission and monitor services effectively.</p> <p>The grant funded What Matters Project and Officer will mitigate the negative consequences. If grant funding would cease to exist, the situation need to be reassessed.</p>	

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

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

Bid for additional funds to address increased homelessness in Powys.

14. On-going monitoring arrangements?

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

The progress of the What Matters project will be monitored.

Workload and operational issues will be monitored through IPR conversations and by the Supporting People Project Board.

Please state when this Impact Assessment will be reviewed.

If grant funding would cease to be available, the situation need to be reassessed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Simon Inkson		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Jonathan Wilkinson		

16. Governance

Decision to be made by	Cabinet	Date required	22/2/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	ICT and Programmes	Head of Service	Andrew Durant	Strategic Director	Mark Evans	Portfolio Holder	Cllr James Evans
Proposal		1819-10 - ICT savings 2018/19 – System Rationalisation £50k of total target of £319k					
Outline Summary / Description of Proposal							
ICT and programmes are modernising ICT by implementation of modern cloud based joined up systems e.g. skype for business, share point, Office 365 and ensuring core systems integrate to these systems reducing the need for manual interfaces. By progressing this ICT are rationalising its back office systems taking advantage of these modern systems where possible or ensuring any back office system is cloud based and integrated to these systems by design. In Oct 2015 Powys County Council had 170 separate systems. This was reduced to 134 in April 2017 and it is anticipated further reductions through 2018/19. Target of 119 in 2018/2019.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£50k	£TBC	£nil	£nil	£nil	£50k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Any residual users of these systems will be consulted with and supported to use corporate alternatives	No

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

Version	Author	Job Title	Date
V1	Andrew Durant	Head of ICT and Programmes	30/10/2017

Cyngor Sir Powys County Council

Impact Assessment (IA)

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

TBC

Service Area informed: n/a **Contact Officer liaised with:** n/a

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral	No impact	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	No impact	Neutral
Learning and skills We will strengthen learning and skills	No impact	Neutral	No impact	Neutral
Residents and Communities We will support our residents and communities	No impact	Neutral	No impact	Neutral

Source of Outline Evidence to support judgements

ICT joint strategy

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	More Efficient use of resources	Good	none	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).	Improved resilience and business continuity	Good	none	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.	N/A	Neutral	none	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Joined up ICT systems is an enabler for sharing	Good	none	Good

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	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
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	none	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, and treating the Welsh language no less favourable than the English language</i>	All new system procurements will be compliant with Welsh language requirements	Good	none	Good
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	none	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	none	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	none	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	none	Neutral
<i>Disability</i>	No impact	Neutral	None	Neutral
<i>Gender reassignment</i>	No impact	Neutral	None	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	None	Neutral
<i>Race</i>	No impact	Neutral	None	Neutral
<i>Religion or belief</i>	No impact	Neutral	None	Neutral
<i>Sex</i>	No impact	Neutral	None	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	None	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	None	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

ICT procurement standards

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	None	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Joined up systems is an enabler to share electronically across the public sector	Good	None	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral	None	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	None	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Joined up systems is an enabler to share electronically across the public sector	Good	None	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	none	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral	None	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	None	Neutral
Impact on Powys County Council Workforce	Improved information management	Good	none	Good
Source of Outline Evidence to support judgements				
Draft Joint ICT strategy				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
none		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Service area reluctance to share systems and to use corporate systems rather than bespoke service systems	Medium	Discuss and demonstrate corporate and shared system capability	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Confirm 2018/19 system rationalisation plan	01/4/2017	Reduced contract costs	ICT Governance
Implement plan	31/3/2019	Reduced support and contract costs for de-supported systems	ICT Governance
Portfolio Holder decision required	Yes	Date required	01/4/2018
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
System rationalisation will have a positive impact, joined up systems is an enabler to share more information electronically across the organisation.	

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

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

Joint ICT strategy

14. On-going monitoring arrangements?

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

Budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan		
Head of Service:	Andrew Durant		
Strategic Director:	Mark Evans		
Portfolio Holder:	Cllr James Evans		

16. Governance

Decision to be made by	Portfolio Holder	Date required	01/4/2018
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FORM ENDS

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Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	ICT and Programmes	Head of Service	Andrew Durant	Strategic Director	Mark Evans	Portfolio Holder	Cllr James Evans
Proposal		1819-11 ICT budget absorbing £70k of new costs 2018/19					
Outline Summary / Description of Proposal							
ICT and programmes are modernising ICT by implementation of modern cloud based joined up systems e.g. skype for business, share point, Office 365 and ensuring core systems integrate to these systems reducing the need for manual interfaces. By progressing this ICT are rationalising its back office systems taking advantage of these modern systems where possible or ensuring any back office system is cloud based and integrated to these systems by design. As part of the integrated Hub ICT have procured and installed a new cloud based CRM system. Whilst the cost of implementation of the system was budgeted for part of the on-going support and maintenance was subject to a growth bid for 2018/19. Through the Budget process the £70k growth is to be absorbed by ICT and CS							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£70k	£TBC	£nil	£nil	£nil	£70k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	This will be met from Vacancy management and contract review	No

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

Version	Author	Job Title	Date
V1	Andrew Durant	Head of ICT and Programmes	4/1/2018

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

No

Service Area informed: n/a **Contact Officer liaised with:** n/a

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral	No impact	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	No impact	Neutral
Learning and skills We will strengthen learning and skills	No impact	Neutral	No impact	Neutral
Residents and Communities We will support our residents and communities	No impact	Neutral	No impact	Neutral

Source of Outline Evidence to support judgements

ICT joint strategy

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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.	More Efficient use of resources	Good	none	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).	N/a	Good	none	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.	N/A	Neutral	none	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Joined up ICT systems is an enabler for sharing	Good	none	Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	none	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, and treating the Welsh language no less favourable than the English language</i>	All new system procurements will be compliant with Welsh language requirements	Good	none	Good
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	none	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	none	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	none	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	none	Neutral
<i>Disability</i>	No impact	Neutral	None	Neutral
<i>Gender reassignment</i>	No impact	Neutral	None	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	None	Neutral
<i>Race</i>	No impact	Neutral	None	Neutral
<i>Religion or belief</i>	No impact	Neutral	None	Neutral
<i>Sex</i>	No impact	Neutral	None	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	None	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	None	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

ICT procurement standards

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	None	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Joined up systems is an enabler to share electronically across the public sector	Good	None	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral	None	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	None	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Joined up systems is an enabler to share electronically across the public sector	Good	None	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	none	Neutral

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Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral	None	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	None	Neutral
Impact on Powys County Council Workforce	Improved information management	Good	none	Good
Source of Outline Evidence to support judgements				
Draft Joint ICT strategy				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
none		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Service area reluctance to share systems and to use corporate systems rather than bespoke service systems	Medium	Discuss and demonstrate corporate and shared system capability	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Confirm 2018/19 system rationalisation plan	01/4/2017	Reduced contract costs	ICT Governance
Implement plan	31/3/2019	Reduced support and contract costs for de-supported systems	ICT Governance
Portfolio Holder decision required	Yes	Date required	01/4/2018
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
No impact	

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

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

Joint ICT strategy

14. On-going monitoring arrangements?

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

Budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ellen Sullivan		
Head of Service:	Andrew Durant		
Strategic Director:	Mark Evans		
Portfolio Holder:	Cllr James Evans		

16. Governance

Decision to be made by	Portfolio Holder	Date required	01/4/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Regeneration	Head of Service	Lisa Griffiths/Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Martin Weale
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Proposal 1819-23 - Cease Funding Tourist Information Centres

Outline Summary / Description of Proposal

The proposal would deliver a £100,000 saving from 2018/19 by removing financial support for tourist information centres (TICs). This would involve the closure of Brecon TIC with the redundancy of three members of staff (saving £53,250) and ceasing funding to six community operated TICs across the county (saving £46,750). In addition, this will enable the building that the Brecon TIC is currently located in to be let commercially thus bringing in a commercial rental of revenue funding. A Tourist Information Point will be provided at Brecon library as a temporary measure until permanent provision is made available at Y Gaer, the new Brecon Cultural Hub, when the building is completed and opens to the public.

Removing financial support for face to face tourist information services from a number of towns might result in the closure of services provided by independent tourism associations if the local Town and Community Council's in those locations choose not make provision for this service.

The proposal to close Brecon TIC and end financial support for community operated TICs has been triggered by the Service Area's need to make significant financial savings and has been part of the MTFs for the past 3 years. Tourism is a non-statutory service and driven by changes in the pattern and methods by which visitors gather information. Visitor surveys have evidenced declining visitor numbers to TICs throughout Powys and across the UK over recent years and visitor information is increasing accessed via the internet, specifically on specialist sites such as Mid Wales my Way, the Brecon Beacons National Park, National Trust, Trip Advisor, Airbnb etc.,

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£100,000	£	£	£	£	£100,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Formal consultation underway. Completion 25th November 2017	Yes

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Impact Assessment (IA)

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

Version	Author	Job Title	Date
V1	Gareth Jones	Professional Lead Regeneration	15/11/17

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Property Team due to closure of service from Council premises and commercial leasing of the building.

Leisure & Recreation Service regarding provision of tourism information point at the Brecon Library and then into the new cultural hub.

Service Area informed:	i. Property ii. Leisure & Recreation	Contact Officer liaised with:	i. Natasha Morgan ii. Lucy Bevan
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Mitigation

- i. Brecon TIC to be advertised for commercial lease
- ii. Tourist information point incorporated into proposals for the Brecon Library and the cultural hub

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Tourism is an important sector within the Powys economy which is supported by the provision of visitor information. Over recent years there has been a growing trend toward visitor information being accessed digitally via websites and social media. This along with increasing budget pressures has resulted in the closure of many TICs across the UK.	Poor	A Tourist information point will be provided temporarily from Brecon library and permanently from the new Brecon Cultural Hub when the building opens. Tourist and visitor information is provided online via numerous websites including the Council's Mid Wales My way web site and social media accounts.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	No impact/unknown	Neutral		Neutral
Learning and skills We will strengthen learning and skills	No impact/unknown	Neutral		Neutral
Residents and Communities We will support our residents and communities	The proposal will reduce the provision of TIC services in local communities and the financial support given to tourism associations to deliver these services on a voluntary basis. It is their members who profit from tourism and so will be in a position to fund marketing.	Poor	The Council will continue to work with destination partnerships and communities across the county to support tourism and the visitor economy. Resources will be focused to take advantage of changing trends in technology and digital information sources.	Neutral

Source of Outline Evidence to support judgements

Visit Wales visitor surveys, STEAM reports, PCC tourism data

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Tourism is an important sector within the Powys economy which is supported by the provision of visitor information. Over recent years there has been a growing trend toward visitor information being accessed digitally via websites and social media. This along with increasing budget pressures has resulted in the closure of many TICs across the UK.	Poor	A Tourist information point will be provided temporarily from Brecon library and permanently from the new Brecon Cultural Hub when the building opens. Tourist and visitor information is provided online via numerous websites including the Council's Mid Wales My way web site and social media accounts.	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/unknown	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/unknown	Neutral		Neutral

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Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The proposal will reduce the provision of TIC services in local communities and the financial support given to tourism associations to deliver these services on a voluntary basis. It is their members who profit from tourism and so will be in a position to fund marketing.	Poor	The Council will continue to work with destination partnerships and communities across the county to support tourism and the visitor economy. Resources will be focused to take advantage of changing trends in technology and digital information sources.	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/unknown	Neutral		Neutral
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	No impact/unknown	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	No impact/unknown	Neutral		Neutral
<i>Welsh Language impact on staff</i>	No impact/unknown	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No impact/unknown	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/unknown	Neutral		Neutral
<i>Disability</i>	No impact/unknown	Neutral		Neutral
<i>Gender reassignment</i>	No impact/unknown	Neutral		Neutral
<i>Marriage or civil partnership</i>	No impact/unknown	Neutral		Neutral
<i>Race</i>	No impact/unknown	Neutral		Neutral
<i>Religion or belief</i>	No impact/unknown	Neutral		Neutral
<i>Sex</i>	No impact/unknown	Neutral		Neutral
<i>Sexual Orientation</i>	No impact/unknown	Neutral		Neutral
<i>Pregnancy and Maternity</i>	No impact/unknown	Neutral		Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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/unknown	Neutral		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact/unknown	Neutral		Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact/unknown	Neutral		Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact/unknown	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/unknown	Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact/unknown	Neutral		Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact/unknown	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/unknown	Neutral		Neutral
Impact on Powys County Council Workforce	The closure of Brecon TIC will result in three TIC staff being made redundant.	Poor	Staff will have the potential to be considered for alternative posts through the Council's redeployment process.	Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
This has been fully planned for and using the Council's Management of Change Policy, it should be fully achievable within the proposed timeframe.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Vacant council building	Low	The vacant property will be marketed for a commercial lease	Low
Political implications/resistance to proposals	Medium	Non identified	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Proposed closure of Brecon TIC	31 st January 2018 with service moving to Brecon Library. TIC staff finish 31/3/2018		MTFS
Cease funding to independent tourism associations for TICs	31 st March 2018		MTFS
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The closure of Brecon TIC and ceasing financial contributions to community operated TICs would result in a combined financial saving of £100,000pa and provide an opportunity for income generation through the commercial let of the former TIC building. The proposal is a response to changing trends in how visitors access tourist information which is increasingly via websites and other digital media and can be mitigated through the provision of unstaffed tourist information points.	

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

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

N/A

14. On-going monitoring arrangements?

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

Monitoring of Mid Wales My Way web site and social media usage.

Visitor monitoring and survey data

Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Jones		
Head of Service:	Lisa Griffiths/Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Council	Date required	MTFS already made 2017/18
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FORM ENDS

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Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Regeneration, Property & Commissioning	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Phyl Davies Cllr Jonathan Wilkinson
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Proposal 1819-26 - Heart of Wales Property Services Ltd

Outline Summary / Description of Proposal

Heart of Wales Property Services Ltd (HOWPS) commenced trading in July 2017, as a jointly owned company to deliver a range of property services. HOWPS will aim to improve service delivery, increase income generation by trading more widely than the Council. It is not now envisaged to transfer the asset management team.

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Profile of savings delivery (if applicable) **Please note, this is estimated additional income to the Council rather than Savings,**

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£50,000	£100,000	£100,000	£100,000	£100,000	£450,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	No consultation required as the project has already been set up and consultation has previously been conducted.	No

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

Version	Author	Job Title	Date
HOWPS	Angela Protheroe	Client Liaison Officer	20/11/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)	
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
None	
Service Area informed:	Contact Officer liaised with:
Mitigation	

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	It is envisaged that HOWPS will develop the local supply chain and will subcontract to local SME's where possible.	Good	PCC is monitoring performance of HOWPS against its commitment to do this, which is a contractual obligation.	Good
Health and Care We will lead the way in effective, integrated rural health and care	No Impact	Neutral		Neutral
Learning and skills We will strengthen learning and skills	HOWPS will be expected to develop and upskill the local workforce by providing or facilitating training opportunities.	Good	PCC is monitoring performance of HOWPS against its commitment to do this, which is a contractual obligation.	Good
Residents and Communities We will support our residents and communities	No Impact	Neutral		Neutral

Source of Outline Evidence to support judgements

Services contract with HOWPS.
 KPI set and the minutes of the Contract Management Forum and Board Meetings.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 HOWPS 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 HOWPS operation, which will be monitored by PCC.	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).	The contractual arrangements with HOWPS will ensure that it operates in a way that respects the environment.	Neutral	Monitoring by PCC.	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	No Impact.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The contractual arrangements with HOWPS will ensure that it achieves some community benefits as part of its operation.	Good	Monitoring against commitment.	Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	No Impact.	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, and treating the Welsh language no less favourable than the English language</i>	The contractual arrangements within HOWPS will ensure all communication with the public and service users is produced/available in both Welsh and English	Neutral	No further action needed	Neutral
<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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Source of Outline Evidence to support judgements

Services contract with HOWPS.
KPI set and the minutes of the Contract Management Forum and Board Meetings.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	HOWPS is set up for an initial period of ten years within the option to extend for a further five years. This will provide stability and enable longer term goals to be met.	Good	Full involvement of Board Members in shaping the strategy for HOWPS	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The HOWPS partner (KIER) will bring commercial acumen and improved systems which will enable services to be delivered to a higher standard.	Good	The next stage will be for HOWPS to work with other organisations who have expressed an interest in utilising HOWPS services to grow a sustainable business in Powys.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	HOWPS are contractually obliged to engage with Stakeholders to continually improve services, respond to suggestions and complaints in a positive manner.	Good	Involvement with HOWPS Board members and structured liaison between PCC and HOWPS at operational level will ensure appropriate engagement and involvement of stakeholders takes place.	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	The expertise and systems being contributed by HOWPS partner (KIER) will prevent standards deteriorating. Some areas require considerable investment in terms of ICT	Good	No further action proposed.	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The HOWPS partner (KIER) will provide back office function currently carried out in PCC. This has impacted on some PCC central support services.	Poor	Not known yet, PCC will need to examine resource requirements going forward.	Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 in some extent.	Good	Monitoring against commitment.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No Impact	Neutral	No further action needed	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	No further action needed	Neutral
Impact on Powys County Council Workforce	A number of PCC staff have been T.U.P.E transferred to HOWPS, although their terms and conditions of employment have certain protection.	Poor	No further action needed.	Neutral
Source of Outline Evidence to support judgements				
Services contract with HOWPS. KPI set and the minutes of the Contract Management Forum and Board Meetings.				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Relationship with HOWPS may break down and service standards decline, with increasing rather than decreasing costs.	Medium	Robust contractual arrangements with break clause at five years.	Low
HOWPS wishes to operate in a way that conflicts with PCC objectives	Medium	Reserved matters in Shareholders Agreement preclude HOWPS from making certain decisions without express approval of PCC.	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
The project has already been set up and there are no actions to deliver change proposals at the moment.			
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2 officers @ approx. 70%												

12. Overall Summary and Judgement of this Impact Assessment?

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

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Impact Assessment (IA)

The integrated approach to support effective decision making



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

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

Services contract with HOWPS.
KPI set and the minutes of the Contract Management Forum and Board Meetings.
This is an update on an existing project that has been implemented.

14. On-going monitoring arrangements?

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

Services contract with HOWPS.
KPI set and the minutes of the Contract Management Forum and Board Meetings.

Please state when this Impact Assessment will be reviewed.

November 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Angela Protheroe		
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Phyl Davies CLlr Jonathan Wilkinson		

16. Governance

Decision to be made by	Date required
Portfolio Holder	22/11/2017

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Commercial Property	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Phyl Davies
Proposal		1819-29 - Failure to achieve MTFS target of £35,000 in respect of the commercial portfolio					
Outline Summary / Description of Proposal							
Failure to achieve MTFS target of £35,000 in respect of the commercial portfolio							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-35,000					£-35,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Pre-approved savings target	No

3. 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	20 November 2017

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Impact Assessment (IA)

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The proposal does have the potential to impact upon other service areas if the proposal cannot be delivered. However, the severity of any failure to meet the proposal is unknown (by property) as it is not stated which service area or areas is intended to benefit from this saving.

Service Area informed:

None

Contact Officer liaised with:

None

Mitigation

The target was set at an early stage by a former Senior Manager who is no longer with the organisation, and was not intended to become a target. It was an estimation of where she expected the profitability of the commercial portfolio to be after leases were renewed on less onerous terms to the Council.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The Commercial Portfolio occupancy rate stood at 85% at the end of 2016/17, as a number of tenants vacated their units during the final quarter of the year. However, the units generated a trading surplus over expenditure of £132,000, and therefore contribute well to the development of a vibrant economy.	Neutral	The Commercial Property Team will continue to promote the estate, and aim to increase occupancy in future years, in doing so increasing the ability to deliver its savings target	Good
Health and Care We will lead the way in effective, integrated rural health and care	Not known	Neutral	Not known	Neutral
Learning and skills We will strengthen learning and skills	Not known	Neutral	Not known	Neutral
Residents and Communities We will support our residents and communities	Not known	Neutral	Not known	Neutral

Source of Outline Evidence to support judgements

Monthly AIA reporting, and previous year financial records

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 commercial portfolio provides business opportunities to local entrepreneurs, and creates a trading profit. The delivery of a savings target enables the authority to meet higher service delivery costs elsewhere	Neutral	Enhanced marketing of vacant space, in order to increase commercial property occupancy rates, which will aid the delivery of the savings target	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).	The delivery of the savings target means the authority will not have to borrow to meet other known costs.	Good	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.	Unknown	Unknown	Unknown	Unknown
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Unknown	Unknown	Unknown	Unknown

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Impact Assessment (IA)

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Unknown	Unknown	Unknown	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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	Unknown	Unknown	Unknown	Unknown
<i>Opportunities to promote the Welsh language</i>	Unknown	Unknown	Unknown	Unknown
<i>Welsh Language impact on staff</i>	Unknown	Unknown	Unknown	Unknown
<i>People are encouraged to do sport, art and recreation.</i>	Unknown	Unknown	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>	Unknown	Unknown	Unknown	Unknown
<i>Disability</i>	Unknown	Unknown	Unknown	Unknown
<i>Gender reassignment</i>	Unknown	Unknown	Unknown	Unknown
<i>Marriage or civil partnership</i>	Unknown	Unknown	Unknown	Unknown
<i>Race</i>	Unknown	Unknown	Unknown	Unknown
<i>Religion or belief</i>	Unknown	Unknown	Unknown	Unknown
<i>Sex</i>	Unknown	Unknown	Unknown	Unknown
<i>Sexual Orientation</i>	Unknown	Unknown	Unknown	Unknown
<i>Pregnancy and Maternity</i>	Unknown	Unknown	Unknown	Unknown

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Source of Outline Evidence to support judgements

Without knowing how or what the savings target is intended to deliver, it is not possible to indicate the effect of the proposal

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Enables the Council to become more efficient	Good	Increasing occupancy across the portfolio to help ensure savings targets can be delivered	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Unknown	Unknown	Unknown	Unknown
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Unknown	Unknown	Unknown	Unknown
Prevention: Understanding the root causes of issues to prevent them from occurring.	Unknown	Unknown	Unknown	Unknown
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Unknown	Unknown	Unknown	Unknown
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Unknown	Unknown	Unknown	Unknown

Cyngor Sir Powys County Council

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Unknown	Unknown	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.	Unknown	Unknown	Unknown	Unknown
Impact on Powys County Council Workforce	Unknown	Unknown	Unknown	Unknown
Source of Outline Evidence to support judgements				
Without knowing how or what the savings target is intended to deliver, it is not possible to indicate the effect of the proposal				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
In order to achieve the proposal, it is necessary to increase and maintain occupancy levels across the portfolio. This is market driven, and whilst officers will do all they can to ensure occupancy is at a high level, tenants are relatively free to move as they wish		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Transient nature of tenants leading to reduced rent roll	High	Increased marketing of vacant spaces	Medium
Out of date lease agreements	Medium	Ensure lease renewals are undertaken on time and new rentals agreed	Low
Savings targets not met	Medium	Maximise occupancy of all sites when possible	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		✓	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Increased marketing of vacant spaces	Ongoing	Higher occupancy rates	
Timely lease renewals / rent reviews	Ongoing, according to lease agreements	More up to date rent roll	
Maximising occupancy	Ongoing	Increased rent roll, higher occupancy	
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The savings target will continue to be challenging, as it is dependent upon high rates of occupancy in what is a transient sector of the market, as many tenants are trying to establish new businesses for the first time and there is a high rate of turnover	

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

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Actual letting information

14. On-going monitoring arrangements?

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

Quarterly budget reviews with finance business partners

Please state when this Impact Assessment will be reviewed.

Quarterly

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	David Micah		20 November 2017
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Phyl Davies		

16. Governance

Decision to be made by		Date required	
	Council		asap
	A decision needs to be made as to where the unachieved savings identified will be found from		

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Service Area	Highways, Transport and Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr. Liam Fitzpatrick
Proposal		1819-30 - Transfer operation of public conveniences.					
Outline Summary / Description of Proposal							

This Impact Statement accompanies the project to transfer the operation of public conveniences to Town or Community Councils or local interest groups, or where no transfer can be completed to close the facilities and seek alternative provision through local businesses. The aim is to ensure a sustainable future for the provision of public conveniences across Powys which takes into account the efficiencies identified for the service in the Medium Term Financial Plan.

The objectives are to:

- Ensure a sustainable future for the provision of public conveniences
- Contribute to the delivery of the One Powys Plan
- Realise savings of £200,000.

There is growing pressure on budgets as the council has to deliver the budget reduction set out by Welsh Government. The council has therefore looked at ways to continue supporting the provision of services through other means and believes that Town/Community Councils can run some services at lower costs.

There are currently 63 publicly funded public conveniences in Powys:

- 4 wholly owned and funded by Welsh Government;
- 2 owned and operated by Powys County Council;
- 57 operated by Town and Community Councils or Community Groups currently with support from Powys County Council.

The decision has recently been made not to continue to offer a grant toward the operation of the public conveniences it is expected that the following savings will be made. The council will still have the commitment for the operation of the toilets at the transport interchanges which currently has a budget allocated to it of £55,000. A letter has been sent to operators, whose funding expires in March 2018, clarifying the situation and notifying of the decision not to renew grant arrangements as they finish.

There are currently 35 public conveniences being operated under a lease or licence agreement, the majority of which are full repairing agreements. The Tenant has the ability to determine the lease, or licence, at each anniversary of the Term, on giving the Landlord not less than 3 months' notice in writing.

4 CAT transfers are currently outstanding. Llanwrtyd, Newtown (Shortbridge Street and Back Lane) and Welshpool (Berriew Street).

There is potential for a large number of the facilities to transfer via a CAT to the current operator. As it stands at the moment, the majority of these have received their final guaranteed grant payment.

One thing that needs to be considered is what happens to those toilets that are handed back to the County Council once operators are informed of the decision not to renew its grant agreement. The HTR service do not have the budget to operate these toilets at a significantly increased cost to that of the current operator. It is therefore expected that these toilets will close and be declared surplus if no other operator wants to take over the building and run it as a public convenience facility. It is unclear where the budget to dispose of the structure will come from if this is the last resort for the building.

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Impact Assessment (IA)

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1. Profile of savings delivery (if applicable)

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

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	On-going discussions with potential new operators	Yes

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

Version	Author	Job Title	Date
2	Nichola Davies	HGSS Project Officer	28/11/17
3	Nichola Davies	HGSS Project Officer	02/01/18

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Property
Legal

Service Area informed:

Yes

Contact Officer liaised with:

Yes

Mitigation

Property and Legal will be required to assist HTR with the production and completion of the Licence, Lease and Freehold documents.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No known impact	Unknown		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	A lack of accessible and good public toilets can affect not only the quality of our town centres or villages, parks or bus stations, but it may also reduce the dignity and quality of people's lives.	Good	As Town & Community Council's take on these facilities, it is likely that standards will improve as local pride and vested interest takes over.	Good
Learning and skills We will strengthen learning and skills	No known impact	Unknown		Choose an item.

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Impact Assessment (IA)

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	They are one of the basic facilities that residents and visitors alike depend on. Good quality provision instils confidence in public facilities as a whole, helps to inspire positive impressions, and contributes to many other important aspects of life. People expect accessible, clean, safe and well maintained toilets	Good	As Town & Community Council's take on these facilities, it is likely that standards will improve as local pride and vested interest takes over.	Good

Source of Outline Evidence to support judgements

There are examples of this within Powys where facilities have previously been taken over by communities.

Via such award schemes as "Loo of the Year", evidence exists that local communities want to participate and achieve recognition for cleanliness and excellence.

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Impact Assessment (IA)

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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 known impact	Unknown		Choose an item.
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 known impact	Unknown		Choose an item.

<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 lack of accessible and good public toilets can affect not only the quality of our town centres or villages, parks or bus stations, but it may also reduce the dignity and quality of people's lives.</p> <p>They are one of the basic facilities that residents and visitors alike depend on. Good quality provision instils confidence in public facilities as a whole, helps to inspire positive impressions, and contributes to many other important aspects of life. People expect accessible, clean, safe and well maintained toilets</p>	Good	As Town & Community Council's take on these facilities, it is likely that standards will improve as local pride and vested interest takes over.	Good
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	No known impact	Unknown		Choose an item.
<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>Toilets are one of the basic facilities that residents and visitors alike depend on. Good quality provision instils confidence in public facilities as a whole, helps to inspire positive impressions, and contributes to many other important aspects of life. People expect accessible, clean, safe and well maintained toilets</p>	Good	As Town & Community Council's take on these facilities, it is likely that standards will improve as local pride and vested interest takes over.	Good
<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, and treating the Welsh language no less favourable than the English language</i></p>	No known impact	Unknown		Choose an item.

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<i>Opportunities to promote the Welsh language</i>	No known impact	Unknown		Choose an item.
<i>Welsh Language impact on staff</i>	No known impact	Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Walkers, cyclists and others who take part in sport and other activities may be encouraged to do so if there are public convenience facilities on the route of their activity	Good	Work with local groups to operate the toilets on behalf of the council.	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>	Baby changing; Young children with developing bladders etc. have more frequent requirements and less capability to manage control; Natural ageing increases likelihood of greater need or incontinence; As people age the likelihood of developing health issues where incontinence is a side effect increases; Powys has an ageing population;	Good	Work with local groups to operate the toilets on behalf of the council.	Good
<i>Disability</i>	Disabilities are often associated with continence problems or a greater frequency of toilet use; Access arrangements; Disabilities can require the use of mobility aids which require greater room within conveniences.	Good	Work with local groups to operate the toilets on behalf of the council.	Good

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<i>Gender reassignment</i>	Operations can often give rise to incontinence issues;	Good	Work with local groups to operate the toilets on behalf of the council.	Good
<i>Marriage or civil partnership</i>	No known impact	Unknown		Choose an item.
<i>Race</i>	No known impact	Unknown		Choose an item.
<i>Religion or belief</i>	No known impact	Unknown		Choose an item.
<i>Sex</i>	No known impact	Unknown		Choose an item.
<i>Sexual Orientation</i>	No known impact	Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	General requirement for more frequent toilet use	Good	Work with local groups to operate the toilets on behalf of the council.	Good

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Impact Assessment (IA)

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Source of Outline Evidence to support judgements

The main complaints to Powys County Council have concerned; cleanliness, maintenance, opening hours, vandalism and closures of facilities.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Facilities may close if a new operator is not found.	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with third party organisations to take over the operation of the conveniences.	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Community engagement has taken place to gain residents views and to express the proposals of the County Council	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/a	Unknown		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Working with third party organisations to take over the operation of the conveniences.	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Operators will be allowed to introduce charges if the wish to do so.	Good	Discuss the impact with new operators and request charges are kept to a minimum.	Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Radar keys are available for people with a disability who require use of disabled toilet facilities.	Good	The council issue these keys for free.	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.	A lack of accessible and good public toilets can affect not only the quality of our town centres or villages, parks or bus stations, but it may also reduce the dignity and quality of people's lives.	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Impact on Powys County Council Workforce	Council officers who travel as part of their working day require the use to public conveniences	Good	Work with local groups to operate the toilets on behalf of the council.	Good
Source of Outline Evidence to support judgements				
The main complaints to Powys County Council have concerned; cleanliness, maintenance, opening hours, vandalism and closures of facilities.				
Engagement with local communities				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Work with local groups to operate the toilets on behalf of the council to ensure as many facilities are kept open as possible.		

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Closure of toilet facilities	High	Work with local groups to operate the toilets on behalf of the council.	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		/	

10. Indicative timetable for actions to deliver change proposal, if approved

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

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Legal services	/	/	/	/	/	/	/	/	/	/	/	/
Property services	/	/	/	/	/	/	/	/	/	/	/	/

12. Overall Summary and Judgement of this Impact Assessment?

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

Cyngor Sir Powys County Council

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

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

14. On-going monitoring arrangements?

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

Closely working with new operators

MTFS savings target monitored

Monitor complaints/compliments from members of the public

Please state when this Impact Assessment will be reviewed.

November 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nichola Davies	N. Davies	29.11.17
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr. Liam Fitzpatrick		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

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Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Schools	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
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Proposal 1819-31 Raise age of admission

Outline Summary / Description of Proposal

Under the previous admissions policy children could start in a Primary School at the start of the term in which he/she had her fourth birthday, prior to this they could access two terms of authority funded pre-school 3 year old education provision.

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.

The policy changed 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 has changed the start of school by between one and two terms and this loss of provision has been 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. The change has been implemented from the start of the school year in September 2017.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£550,000	£80,000	None in addition to previous years	None in addition to previous years	None in addition to previous years	None in addition to previous years

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	Already undertaken	Yes

3. 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

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V4	Gareth Jones	Senior Manager – Central Services	16th December 2016
V5	Gareth Jones	Senior Manager – Central Services	12th December 2017
V6	Gareth Jones	Interim Head of Schools Service	7 th January 2018

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

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.

Service Area informed: Change already Made in 17-18

Contact Officer liaised with:

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The change to the age of admission has had a negative impact on the Primary Schools delegated budget by reducing funding by £2.8m which has resulted in up to 120 teaching and Learning Support staff redundancies. 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. 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	Neutral	The authority will work will childcare providers to ensure the required places are available 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.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	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. Both Schools and Early Years Settings are inspected under the ESTYN common inspection framework and deliver in accordance to the Foundation phase curriculum. 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.	Poor	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.	Neutral

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				
Consultation papers and funding arrangements for Schools and Early Years settings.				
d. How does your proposal impact on the Welsh Government's well-being goals?				
Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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 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

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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 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.	Poor	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.	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, and treating the Welsh language no less favourable than the English language</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. 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.	Neutral	The authority will through the implementation of the Welsh in Education Strategic plan, further encourage and support the development of Bilingualism. 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
<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. The lack of suitably qualified staff in the pre-school sector is a concern. Typically these staff members are employed in a school setting, where there is greater development opportunities.	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
<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
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 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

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<i>Disability</i>	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.	Poor	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.	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>	The consultation responses were heavily weighted towards women with 82% of the 93% who indicated their sex being women. 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. 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.	Poor	The council will through the relevant services support these parents to ensure they can access their full entitlements.	Poor
<i>Sexual Orientation</i>	No impact	Neutral		Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				
Consultation and funding papers. CYPP and School Strategies. WESP and Foundation phase curriculum, together with commissioning documentation. Foundation Phase Curriculum requirements. Consultation responses.				

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

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Principle	How does the proposal impact on this principle?	<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
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 short term impact of the proposal will be the significant impact on the staffing levels required in Schools (Reduction) and early years settings (Increase), together with the requirement to ensure that the authority and settings have enough places to meet the expected demand for early years places. In the longer term the provision of a sustainable funding system for the commissioned 3+ provision will ensure that the authority can meet its statutory requirements. The funding of the statutory school age provision Reception to Year 11 has been protected under this proposal	Good	The authority is working to identify the required number of 3+ places both in terms of total, catchment and language requirements.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	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	Very Good	Recommissioning of the 3+ settings	Very Good

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	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	Very Good	Robust recommissioning procedures	Very Good
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The proposed commissioning of the enhanced 3+ provision will prevent the current financial issues occurring in the future.	Good	The council will continue to monitor the financial position of settings through the finance and business support services.	Very 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 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.	Good	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	Very Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		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.	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
Impact on Powys County Council 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
Source of Outline Evidence to support judgements				
Consultation papers, funding arrangements and Cabinet paper re Schools Asset Management Plan. Details of current settings funded. Consultation notes and responses. Financial figures and proposed funding levels. Transition plans and processes. Safeguarding procedural documentation and policies.				

8. Achievability of proposal?

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

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Children / Pupils commence full time statutory schooling at the start of the reception year at a potentially lower attainment / development level than currently.	Medium	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
Failure to identify and provide early intervention for children with ALN.	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
Insufficient relevantly qualified and experienced early year's practitioners.	Medium	The application of robust project management disciplines and the multidisciplinary project team will provide the required management and escalation processes.	Medium
Insufficient Welsh Medium early years provision to meet demand through lack of staff with relevant language skills.	Low	Continue the monitoring and development of safeguarding procedures and training for all early years providers.	Low
The service will not be able to identify the remaining £250,000 required efficiency as detailed by the council's cabinet in May 2016.	High	<p>The authority has commenced a review of the fair funding formula for Schools, led by the Schools Finance Manager, the review will not be completed until the Autumn term 2018, as part of the project plan the review will identify and remove any elements of duplicate funding between the delegated and non-delegated funds.</p> <p>The authority is preparing the project plan for the review of the ALN and SEN provision both through delegated, devolved and retained funding. One of the streams of this project will focus on the ALN/SEN provision made for 3 – 4 year old children and in particular the 4 Pre School assessments centres across the authority.</p>	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Already implemented			

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Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Yes	Date required	Already made
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Already Implemented												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<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 final registration requirements with CSSIW and Welsh Government has a low degree of risk but this is expected to be resolved by Easter 2018.</p>	

13. 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.

14. 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.
Please state when this Impact Assessment will be reviewed.
Quarterly via project group and reported to SSMT

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth E Jones		12 th December 2017
Head of Service:	Gareth E Jones		12 th December 2017

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Strategic Director:	Ian Budd		12 th December 2017
Portfolio Holder:	Myfanwy Alexander		12 th December 2017

16. Governance

Decision to be made by	Cabinet	Date required	Already taken
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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	School Service	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal		ALN services review					
Outline Summary / Description of Proposal							
To review the services and structures under the ALN and Inclusion service Phase 17/18 PRU unit							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£150,000	£	£	£	£	£150,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	2 nd Jan 2018	Yes

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

Version	Author	Job Title	Date
V12	Imtiaz Bhatti	Senior Manager ALN and Inclusion	December 2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

This work will have a positive impact on a number of services including Health Board and CYPP.

Service Area informed:	CYPP	Contact Officer liaised with:	Shelley Davies
Mitigation			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	This will improve the Social and emotional health of pupils in schools	Good		Choose an item.
Learning and skills We will strengthen learning and skills	This will improve the outcomes for pupils with Social and emotional health of pupils in schools including permanent and at the risk of permanent exclusion	Good		Choose an item.
Residents and Communities We will support our residents and communities	No impact	Neutral		Choose an item.

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Source of Outline Evidence to support judgements

Attainment data
Wellbeing Survey

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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		Choose an item.
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 new service will develop resilience in the school system to support and meet the needs of pupils at risk of being excluded	Good		Choose an item.
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.	This will improve the Social and emotional health of pupils in schools	Good		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The new is on for the PRU aims to bring together health, social and education.	Good		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	No impact	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Choose an item.
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		Choose an item.
<i>Disability</i>	No impact	Neutral		Choose an item.
<i>Gender reassignment</i>	No impact	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	No impact	Neutral		Choose an item.
<i>Race</i>	No impact	Neutral		Choose an item.
<i>Religion or belief</i>	No impact	Neutral		Choose an item.
<i>Sex</i>	No impact	Neutral		Choose an item.
<i>Sexual Orientation</i>	No impact	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	No impact	Neutral		Choose an item.

Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 new vision of the PRU takes into account the Welsh Government ALN reforms.	Good		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The new is on for the PRU aims to bring together health, social and education.	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The new PRU operationally aims to bring together services and improve processing times for pupils	Good		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Choose an item.
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		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral		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.	Better communication between PRU and other agencies will ensure a reduction in chances of pupil neglect and safeguarding being missed	Good		Choose an item.
Impact on Powys County Council Workforce	This will impact in restructuring the PRU	Neutral		Choose an item.
Source of Outline Evidence to support judgements				
Business Case for Restructuring the PRU V12 Attainment Wellbeing survey				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
Consultation with schools		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Appointment to HT posts in PRU	Medium	Supply HT or reviewing the model	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
End of consultation with staff	2 nd Jan 2018	Agreed required for process for appointment of HT and DHT for PRUS	
New HTS recruited and in Place	April 2018 or September 2018	New appointments made	
Portfolio Holder decision required	Yes	Date required	TBA
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
A new PRU with a Behaviour Support element to work with schools to reduce pupils of being excluded from school	

13. 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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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Main drivers
ESTYN inspection report 2016
Increased number of pupils being excluded

14. On-going monitoring arrangements?

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

School Service SMT

Please state when this Impact Assessment will be reviewed.

Annually

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Imtiaz Bhatti		18/18/2017
Head of Service:	Gareth Jones		
Strategic Director:	Ian Budd		
Portfolio Holder:	Myfanwy Alexander		

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

LOW RISK IMPACT ASSESSMENTS

- 1819-05 – Reduce Gypsy and Traveller management and maintenance site budget
- 1819-07 – Increase Private Sector Team income by £30k per annum from an increased allocation of capital
- 1819-09 – ICT Savings 2018/19 – PSBA
- 1819-12 – Countryside and Outdoor Recreation
- 1819-14 – To secure savings of £179k through efficiency savings already secured through contract management with the councils leisure provider, and through the efficiency savings achieved by reduction in leisure building portfolio
- 1819-15 – Reduce Funding Support for Theatre provision
- 1819-16 – Arts: Theatre funding reduction to a minimum
- 1819-18 – Reduce photocopying budget
- 1819-19 – Reduce travel expenses
- 1819-22 – Match Funding for Welsh Government Targeted Regeneration Investment Programme
- 1819-24 – Extra car parking space within the County Hall Campus
- 1819-25 – Farms Estate – allocation of additional £500,000 capital budget
- 1819-27 – Disposals – Funding to deal with surplus properties
- 1819-28 – Business Unit Portfolio Review Project
- 1819-32 – Small School Closures
- 1819-33 – Restructuring of Schools Service
- 1819-34 – Implementation of cashless system in respect to school meals
- 1819-35 – Establish an internal supply insurance pool on a stop loss insurance basis
- 1819-37 – Resources New Model

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Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Housing	Head of Service	Simon Inkson	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Jonathan Wilkinson
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Proposal 1819-05 - Reduce Gypsy and Traveller management and maintenance site budget

Outline Summary / Description of Proposal

This IA assesses the impact of to reduce other GF budgets particular the Gypsy and Traveller management and maintenance site budgets by £8k.

The Housing General Fund (GF) should pay for a range of non-landlord housing functions which are statutory and regulatory obligations for the Council. The GF budget is currently £799k and the MTFs shows the requirement to achieve £80k savings in 2018/19. The service propose achieving the remainder of the savings by:

- increasing the Private Sector Housing Team (PSH) income by £30k per annum from an increased allocation of capital;
- decreasing the allocation from the Housing General Fund (GF) to Supporting People (SP) staffing/establishment by £42k which is the equivalent of a Supporting People Development Officer post and replacing the work in the team with a supporting people grant funded project "What Matters".

These proposed savings are assessed separately.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£8k	£	£	£	£	£8k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		Choose an item.
There will be no change for service users		

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

Version	Author	Job Title	Date
1	Dafydd Evans	Service Manager Housing Solutions	26 th October 2017
2	Henk Jan Kuipers	Service Improvement Officer	16-11-2017

3	Greg Thomas	Business Continuity and Risk Management Officer	20 th November 2017
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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Reducing the management and maintenance budgets to the Gypsy and Traveller sites may impact the health and safety of the sites which can be intensive for example there are requirements to comply with fire safety regulations on the sites.

Service Area informed:

Contact Officer liaised with:

Mitigation

There has been an underspend on the budgets previously and the Council has also undertaken considerable capital investment in the sites. Fire Safety Risk assessments will be undertaken on the two sites. The Housing Fire Safety working group, which include the Fire Service and Corporate H&S Adviser, monitors fire safety. If necessary the Housing Service will look to enforce tenancy conditions therefore reducing the liability to the Council. The Service Manager Tenancy Services is responsible for ensuring any H&S issues are addressed.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	No impact expected	Unknown		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	No impact expected	Unknown		Choose an item.
Learning and skills We will strengthen learning and skills	No impact expected	Unknown		Choose an item.
Residents and Communities We will support our residents and communities	No impact expected	Unknown		Choose an item.

Source of Outline Evidence to support judgements

The Mobile Homes Act ensures that Gypsy and Traveller accommodation is governed by tenancy conditions which can be enforced via the courts.

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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 expected	Unknown		Choose an item.
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 expected	Unknown		Choose an item.
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 expected	Unknown		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact expected	Unknown		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 expected	Unknown		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact expected	Unknown		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact expected	Unknown		Choose an item.
<i>Welsh Language impact on staff</i>	No impact expected	Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact expected	Unknown		Choose an item.
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 expected	Unknown		Choose an item.
<i>Disability</i>	No impact expected	Unknown		Choose an item.
<i>Gender reassignment</i>	No impact expected	Unknown		Choose an item.
<i>Marriage or civil partnership</i>	No impact expected	Unknown		Choose an item.
<i>Race</i>	How the reduction and Gypsy and Traveller budgets is perceived maybe be adverse as it relates to one ethnic group.	Poor	There has been an underspend on the budgets previously and the Council has also undertaken considerable capital investment in the sites	Neutral
<i>Religion or belief</i>	No impact expected	Unknown		Choose an item.
<i>Sex</i>	No impact expected	Unknown		Choose an item.
<i>Sexual Orientation</i>	No impact expected	Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	No impact expected	Unknown		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 expected	Unknown		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact expected	Unknown		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The reduction in Gypsy and Traveller budgets could be perceived as being unfair however as the Council has invested capital funds in the sites the savings can be achieved from revenue.	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact expected	Unknown		Choose an item.
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 expected	Unknown		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact expected	Unknown		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	<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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact expected	Unknown		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 expected	Unknown		Choose an item.
Impact on Powys County Council Workforce	No impact expected	Unknown		Choose an item.
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
None			
Portfolio Holder decision required	No	Date required	
Cabinet decision required	Yes	Date required	22/2/2018
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reducing other GF budgets particular the Gypsy and Traveller management and maintenance site budgets by £8k can be achieved without any change to service delivery. Previously the budget was underspend and capital investments have reduced the need for management and maintenance.	

13. 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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14. On-going monitoring arrangements?

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

The Service Manager Tenancy Services is monitoring that any identified H&S issues are addressed.

Please state when this Impact Assessment will be reviewed.

If there would be an unexpected increased demand for management and maintenance.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Simon Inkson		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Jonathan Wilkinson		

16. Governance

Decision to be made by	Cabinet	Date required	22/2/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Housing	Head of Service	Simon Inkson	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Jonathan Wilkinson
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Proposal 1819-07 - Increase Private Sector Team income by £30k per annum from an increased allocation of capital.

Outline Summary / Description of Proposal

This IA assesses the impact of increasing the Private Sector Housing Team (PSH) income by £30k per annum from an increased allocation of capital.

The Housing General Fund (GF) should pay for a range of non-landlord housing functions which are statutory and regulatory obligations for the Council. The GF budget is currently £799k and the MTFs shows the requirement to achieve £80k savings in 2018/19. The service propose achieving the remainder of the savings by:

- decreasing the allocation from the Housing General Fund (GF) to Supporting People (SP) staffing/establishment by £42k which is the equivalent of a Supporting People Development Officer post and replacing the work in the team with a supporting people grant funded project "What Matters";
- to reduce other GF budgets particular the Gypsy and Traveller management and maintenance site budgets by £8k.

These proposed savings are assessed separately.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£30k	£	£	£	£	£30k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	25/1/2018	Yes

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

Version	Author	Job Title	Date
1	Dafydd Evans	Service Manager Housing Solutions	26 th October 2017
2	Henk Jan Kuipers	Service Improvement Officer	16-11-2017
3	Greg Thomas	Business Continuity and Risk Management Officer	20 th November 2017

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)	
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
None expected	
Service Area informed:	Contact Officer liaised with:
Mitigation	
None	

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The increased capital available to PSH team means that more landlords/homeowners could benefit from loans and invest/improve.	Good		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	Reduce hazard rating of the private sector accommodation	Good		Choose an item.
Learning and skills We will strengthen learning and skills	No impact expected	Unknown		Choose an item.
Residents and Communities We will support our residents and communities	Better quality housing and potential reuse of empty dwellings	Good		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 increased capital available to PSH team means that more landlords/homeowners could benefit from loans and invest/improve the efficiency and hazard rating of the private sector accommodation.	Good		Choose an item.
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 expected	Unknown		Choose an item.
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.	Health hazards removed from properties	Good		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact expected	Unknown		Choose an item.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 expected	Unknown		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact expected	Unknown		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact expected	Unknown		Choose an item.
<i>Welsh Language impact on staff</i>	No impact expected	Unknown		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact expected	Unknown		Choose an item.
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 expected	Unknown		Choose an item.
<i>Disability</i>	No impact expected	Unknown		Choose an item.
<i>Gender reassignment</i>	No impact expected	Unknown		Choose an item.
<i>Marriage or civil partnership</i>	No impact expected	Unknown		Choose an item.
<i>Race</i>	No impact expected	Unknown		Choose an item.
<i>Religion or belief</i>	No impact expected	Unknown		Choose an item.
<i>Sex</i>	No impact expected	Unknown		Choose an item.
<i>Sexual Orientation</i>	No impact expected	Unknown		Choose an item.
<i>Pregnancy and Maternity</i>	No impact expected	Unknown		Choose an item.

Source of Outline Evidence to support judgements

The PSH team have an established loan products which enable the generation of income however the team have limited capacity in the levels of capital they can administer.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 expected	Unknown		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Working with private landlords and owner-occupiers to improve the quality of accommodation.	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact expected	Unknown		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	Addressing maintenance issues now prevents them from becoming larger in the future	Good		Choose an item.
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Better quality housing improves wellbeing of the occupants	Good		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Energy efficiency measures reduce fuel poverty	Good		Choose an item.

Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact expected	Unknown		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 expected	Unknown		Choose an item.
Impact on Powys County Council Workforce	Additional workload for PSH, without additional staffing resources.	Poor	Ensure that working practices are efficient and that the additional workload can be managed within current staffing resources.	Neutral
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Low
Mitigation		
Ensure that working practices are efficient and that the additional workload can be managed within current staffing resources. The Private Sector Housing Team Leader is responsible for monitoring workloads through IPR conversations and team meetings.		

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Capacity in the PSH team	Medium	The allocation of funds has been made and efficiencies in policy and procedure implemented which enable additional capacity.	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	No	Date required	
Cabinet decision required	Yes	Date required	22/2/2018
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Increasing the Private Sector Housing Team income by £30k per annum from an increased allocation of capital will achieve a structural Housing General Fund saving. Additional loans to landlords and owner occupiers will address maintenance issues and create business for the construction sector. The additional administration and support that will be needed can be provided within current staff levels.	

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

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

None

14. On-going monitoring arrangements?

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

The Private Sector Housing Team Leader is responsible for monitoring workloads through IPR conversations and team meetings.
The Private Sector Housing Service Improvement Officer monitors achieving the increased income.

Please state when this Impact Assessment will be reviewed.

When issues would be raised that indicate the proposal is not sustainable. This is not expected.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Simon Inkson		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Jonathan Wilkinson		

16. Governance

Decision to be made by	Cabinet	Date required	22/2/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	ICT and Programmes	Head of Service	Andrew Durant	Strategic Director	Mark Evans	Portfolio Holder	Cllr James Evans
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Proposal 2819-09 - ICT savings 2018/19 – PSBA £30k of total target of £319

Outline Summary / Description of Proposal

Powys County Council uses the all Wales Public sector Broadband aggregate (PSBA) to provide its Wide area Network (WAN) for its buildings and schools. The PSBA is an all Wales services provides by BT. During 2017/18 BT have upgraded the network across Wales creating a super core network using existing BT exchanges rather than the previous PSBA that utilised public sector offices including Powys. The result of these changes is that the unit cost of delivery is expected to reduce during 2018/19. Powys pay PSBA £600k per annum for these services and it is anticipated that this will reduce by £30k in 2018/19. Whilst further reductions are anticipated in future years there is also pressure to improve bandwidths to core buildings and schools. 2019 /20 savings (if any) are therefore not yet definable.

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£30k	£TBC	£nil	£nil	£nil	£30k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	This will not affect service delivery, but will take advantage of improving technology to reduce cost.	No

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

Version	Author	Job Title	Date
V1	Andrew Durant	Head of ICT and Programmes	30/10/2017

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
This will not affect service delivery, but will take advantage of improving technology to reduce cost.			
Service Area informed:	n/a	Contact Officer liaised with:	n/a
Mitigation			
n/a			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The PSBA underpins electronic connectivity to Services	Neutral	no impact	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The PSBA underpins electronic connectivity to Health and care services	Neutral	no impact	Neutral
Learning and skills We will strengthen learning and skills	The PSBA underpins electronic connectivity to Schools	Neutral	no impact	Neutral
Residents and Communities We will support our residents and communities	The PSBA underpins electronic connectivity to Services	Neutral	no impact	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

The PSBA is a National services managed by Welsh Government. Powys County Council is part of the national contract and the savings provided have been secured by the national PSBA programme board on behalf of all Local Authorities.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	More Efficient use of resources	Good	None	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).	Improved resilience and business continuity	Good	None	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.	N/A	Neutral	None	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	PSBA is used by all Wales Public sector organisations and as such is an enabler for sharing	Good	None	Good

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Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	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
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	No impact	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, and treating the Welsh language no less favourable than the English language</i>	No impact	Neutral	No impact	Neutral
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	No impact	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	No impact	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	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).				
<i>Age</i>	No impact	Neutral	No impact	Neutral
<i>Disability</i>	No impact	Neutral	No impact	Neutral
<i>Gender reassignment</i>	No impact	Neutral	No impact	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	No impact	Neutral
<i>Race</i>	No impact	Neutral	No impact	Neutral
<i>Religion or belief</i>	No impact	Neutral	No impact	Neutral
<i>Sex</i>	No impact	Neutral	No impact	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	No impact	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	No impact	Neutral

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Source of Outline Evidence to support judgements

The PSBA is a National services managed by Welsh Government. Powys County Council is part of the national contract and the savings provided have been secured by the national PSBA programme board on behalf of all Local Authorities.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	PSBA is an enabler to share electronically across the public sector	Good	n/a	Good
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.	PSBA is an enabler to share electronically across the public sector	Good	n/a	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	No impact	Neutral

Cyngor Sir Powys County Council

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		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.		Neutral		Choose an item.
Impact on Powys County Council Workforce		Good		Choose an item.
Source of Outline Evidence to support judgements				
The PSBA is a National services managed by Welsh Government. Powys County Council is part of the national contract and the savings provided have been secured by the national PSBA programme board on behalf of all Local Authorities.				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
none		

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Funding for future increase in bandwidth	Medium	Create a WAN forward plan with schools and corporate property	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Confirm 2018/19 PSBA costs with BT	01/4/2017	Reduced contract costs	PSBA national
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
No impact	

13. 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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Cyngor Sir Powys County Council
Impact Assessment (IA)

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14. On-going monitoring arrangements?

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

Budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Steve Davies		
Head of Service:	Andrew Durant		
Strategic Director:	Mark Evans		
Portfolio Holder:	Cllr James Evans		

16. Governance

Decision to be made by	Portfolio Holder	Date required	01/4/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Wilkinson
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Proposal	1819-12 - Countryside & Outdoor Recreation
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Outline Summary / Description of Proposal

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, and reducing grass cutting expenditure. Where transfer is not possible, dispose of asset or seek full cost recovery.

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.

The 2018-19 £60,000 savings target is to be achieved by devolving land management to Town and Community Councils, some further reductions in grass cutting and savings from existing budgets e.g. rates, utility bills etc.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£60,000	£	£	£	£	£60,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	March 2018	Yes

3. 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	6/9/2016
V3	Stuart Mackintosh	Leisure & recreation Services Manager	26/10/2017
V4	Nina Davies	Countryside Access Officer (Operational)	21/11/2017

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Other service areas impacted by the devolvement of land management to Town and Community Councils includes the requirement for support from Legal, Property, HTR and Housing. All of these services are already engaged with the project.

HTR service are now fully delivering grass cutting maintenance for this service. Further savings from the grass cutting budget will be achieved by working with Housing. Discussions are ongoing with regards to the implementation of a uniform grass cutting regime across the PCC estate via management through Housing.

Service Area informed:	HTR/Housing/Legal/Property	Contact Officer liaised with:	Brian Price/Nigel Brinn
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Mitigation

Officers have been working closely with colleagues from across PCC on this project over a number of years.

There was an initial project whereby the grass cutting contract was outsourced (part of a project for HTR), however, there will now be a return to the work being delivered in-house due to the increasing costs. Officers on this project have been working together and fully involved throughout the process. No mitigation for HTR required.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The grass cutting service for Outdoor Recreation will no longer be provided through external contractors due to the significant increase in costs. Therefore, work will be delivered in-house via HTR.	Unknown	<p>Redesign of how and where seasonal maintenance is procured. Use of lowest tender and quote to procure locally delivered works. Minimum specification and use of novel approach to limiting cost, e.g. hay meadows. Clubs, societies and Local Councils are, and have been, taking on management of public open spaces with negotiations ongoing.</p> <p>Further development and support for volunteers in direct management of public rights of way, to reduce costs and increase local action. This also applies to management and monitoring of local parks and gardens.</p>	Unknown
Health and Care We will lead the way in effective, integrated rural health and care	Changes in grounds maintenance management and ownership have the potential to see a reduction in green space available for casual and informal outdoor recreation which supports healthy living.	Neutral	The service have to date worked to secure the ongoing care and management of open spaces through procurement measures. The service work with Town and Community councils and others to secure community delivery- style agreements, to ensure green spaces can continue to be managed and enjoyed by residents where local groups demonstrate a willingness and ability to do so.	Neutral
Learning and skills We will strengthen learning and skills	Increasing the use of volunteers in public rights of way and countryside access work delivers opportunities for local people to develop new skills.	Good	N/A	Good

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	<p>Changes in grounds maintenance management and ownership have the potential to see a reduction in green space available for casual and informal outdoor recreation which supports healthy living</p> <p>Increasing opportunities for volunteering allows residents and communities to be involved in the management of public rights of way and countryside access.</p>	Neutral	The service have to date worked to secure the ongoing care and management of open spaces through procurement measures. The service work with Town and Community councils and others to secure community delivery- style agreements, to ensure green spaces can continue to be managed and enjoyed by residents where local groups demonstrate a willingness and ability to do so. Communities taking on assets are being fully supported throughout the process and being offered incentives.	Neutral

Source of Outline Evidence to support judgements

Work plan in past 3 years has been under constant review and targeting of seasonal maintenance works. Local press have included examples of redesign, such as hay meadow development in Llandrindod. Community transfers have taken place throughout Powys, with Cabinet reports to support Expression of Interest submissions supported throughout 2015. In Llandrindod, volunteer partnerships have been further demonstrated this approach can work, with local fisheries club monitoring Llandrindod Lake and environment, and Wildlife Trust planting and tendering flower beds to benefit insects.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Increasing volunteering opportunities provides local residents and communities with new skills and experiences. These new skills may assist people to seek employment opportunities.	Good	N/A	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).	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.	Good	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.	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>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>Increasing volunteering opportunities offers local people the chance to undertake practical physical tasks in the outdoors, with subsequent physical and mental health benefits.</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>Neutral</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</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>Conversely there are the opportunities for communities to work together to secure and safeguard the future of their public open spaces and develop them for the benefit of their future community. Volunteering within local communities can also help improve community spirit and creates connections.</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>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>Distribution and profile of beneficiaries unknown in using public rights of way and public green spaces. However, previous PCC Residents Survey results have been analysed to reveal information on residents' profiles in using both local rights of way, parks and playgrounds and public green spaces.</p> <p>There should be no immediate change or limitation in the number of play facilities available, however due to financial restraints play items may have to be removed once they fail their RoSPA inspection potentially resulting in future loss of play opportunities.</p>	<p>Unknown</p>	<p>The Countryside & Outdoor Recreation Service will work with local Town & Community Councils and Local Interest Groups to either refurbish or purchase a new piece of play equipment, as long as funds are available, in order for an Asset Transfer or Lease to be successfully completed. Officers will also work with the Councils or Groups to help them undertake the required responsibilities, such as regular inspections and guidance on maintenance issues.</p> <p>Residents (as participants in the survey) profiles as below</p>	<p>Unknown</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, and treating the Welsh language no less favourable than the English language</i></p>	<p>Published material is available in both English and Welsh. Communication can be available in English and Welsh.</p>	<p>Neutral</p>	<p>Depending on location, the Welsh language is the first language in some areas of the county.</p>	<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>Published material is available in both English and Welsh. Communication can be available in English and Welsh.</p>	<p>Neutral</p>	<p>Depending on location, the Welsh language is the first language in some areas of the county.</p>	<p>Neutral</p>
<p><i>Welsh Language impact on staff</i></p>	<p>N/A</p>	<p>Unknown</p>	<p>None</p>	<p>Neutral</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>With the withdraw of sporting assets from PCC, it should be noted that all the assets will either be leased or transferred as going concerns to either Local Town & Community Councils or Sports Associations meaning that the recreational spaces will continue to be available for sport, art & recreation use.</p>	<p>Unknown</p>	<p>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>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	<p>The makeup of Powys Residents 2011 census</p> <p>Under 45 32%</p> <p>45 – 64 36%</p> <p>65+ 28%</p> <p>Changes to play ground and access provision may impact more on young people and children. However, the transfer of management to Town and Community Councils should help to secure their long-term provision. An issue might arise where a community refused to support the long-term maintenance of a play area, and this led to a gradual reduction in quality, with equipment being removed due to safety concerns. This has not been met as a reality, and sites that have been successfully transferred, have been upgraded even in communities where rural deprivation might be considered.</p> <p>Traditionally, volunteers in Powys are more likely to be older and retired. Increasing volunteering opportunities would have positive benefits for this age group, and for any younger residents looking to gain employment based skills and experience.</p>	Neutral	As part of the Asset Transfer Project, this will hopefully empower local people to fulfil their potential, to come together and work together to enhance their local communities.	Neutral
Disability	<p>Yes 18%</p> <p>No 73%</p> <p>The service works under Least Restrictive principles and aims to be provide access for all wherever practicable.</p> <p>The service will always try and be as inclusive as possible with their volunteering opportunities.</p>	Neutral	All refurbishment work within parks and playgrounds will provide access for all.	Neutral
Gender reassignment	N/A No anticipated impacts on gender reassignment	Neutral	N/A	Neutral
Marriage or civil partnership	N/A No anticipated impacts on marriages or civil partnerships.	Neutral	N/A	Neutral

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Race	White British 52% White European & other 0.6% Asian 0.1% Mixed White & Asian 0.1% No anticipated impacts on race.	Unknown	As part of the Asset Transfer Project, this will hopefully empower local people to fulfil their potential, to come together and work together to enhance their local communities.	Neutral
Religion or belief	N/A No anticipated impacts on the grounds of religion or beliefs.	Neutral	N/A	Neutral
Sex	Male 37% Female 63%	Neutral	As part of the Asset Transfer Project, this will hopefully empower local people to fulfil their potential, to come together and work together to enhance their local communities.	Neutral
Sexual Orientation	N/A No anticipated impacts on sexual orientation.	Neutral	N/A	Neutral
Pregnancy and Maternity	Any potential changes to parks and playgrounds may impact on those who are pregnant or on maternity leave, as they are areas heavily used by children and families. However, the transfer of management to Town and Community Councils should help to secure their long-term provision. An issue might arise where a community refused to support the long-term maintenance of a play area, and this led to a gradual reduction in quality, with equipment being removed due to safety concerns. This has not been met as a reality, and sites that have been successfully transferred, have been upgraded even in communities where rural deprivation might be considered.	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements

Council Budget Seminar notes provided to members. MTFs 2012-15

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

Successful Asset Transfers with Community Councils throughout Powys.

Residents Survey 2013-14 asked people of their satisfaction in local public rights of way. This showed -

Overall the satisfaction rate for maintenance of footpaths, grass and verges was 47%.

Noted that for younger residents and some others, satisfaction rates go up.

Residents satisfaction rates -

0 -5 years 41%

6-20 years 59%

Under 45 52%

65+ years 43%

Council Tenant 51%

Have Children 51%

For local rights of way, Residents satisfaction rates –

0 -5 years 71%

6-20 years 69%

Under 45 69%

65+ years 60%

Council Tenant 68%

Have Children 67%

For local parks and playgrounds, satisfaction rates –

0 -5 years 52%

6-20 years 64%

Under 45 57%

65+ years 74%

Council Tenant 57%

Have Children 53%

Cyngor Sir Powys County Council

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

Principle	How does the proposal impact on this principle?	<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
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. The transfer of land management to Town and Community Councils should help to secure long-term provision. An issue might arise where a community refused to support the long-term maintenance of a play area, and this led to a gradual reduction in quality, with equipment being removed due to safety concerns. This has not been met as a reality, and sites that have been successfully transferred, have been upgraded even in communities where rural deprivation might be considered.	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
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.	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.	Unknown

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</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.	Unknown	The Service have been presented with budget reduction targets and therefore have 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.	Unknown
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	This proposal does directly address the prevention issue. By developing volunteering and by working directly with community groups to take on management and ownership of local recreational and green spaces, this ensures decisions as to appropriate levels of management and aftercare can be taken at a local level, with any fees and charges being managed locally. The alternative is a decline in maintenance and investment, or cessation of same.	Neutral	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.	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>	As Above	Neutral	As Above	Neutral

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Increasing volunteering opportunities provides residents with the change to gain valuable employable skills and experience. Parks and playgrounds are a valued and free resource for local communities and residents. This proposal seeks to secure their long-term future through community asset transfers.	Good	N/A	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	Neutral	N/A	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.	N/A	Neutral	N/A	Neutral
Impact on Powys County Council Workforce	N/A	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements

Community Asset transfers, principally in Brecon and Radnor areas across 2012 – present.
 Ongoing cabinet support for community-based Expression of Interest applications; these include leases and full transfers of land.
 Successful Asset Transfers with Community Councils throughout Powys.

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	High	Low
Mitigation		
This final £60,000 savings requirement is achievable, with a number devolvement projects in the process of being completed. The completion of these transfers will allow the current costs of the respective maintenance requirements to be removed from our future budgets thus securing the savings required.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The risk would be that a new owner/occupier of open green space may fail to demonstrate the level of care and responsibility which may have been set out upon transfer of assets.	Low	Officer support will be centred on procurement and tendering of grounds maintenance and in management of volunteers, together with free advice being sought for local communities through PAVO. Such facilitation has been a normal activity in mid and south Powys as part of service redesign and community delivery of outdoor recreation assets. Potential recipients of green space assets will have been subjected to an application process and scrutiny by the Strategic Asset Board, including the property Portfolio Holder and others.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Savings to be delivered from April 2018	April 2018		
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	



11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HTR	X	X	X	X	X	X	X	X	X	X	X	X
Legal	X	X	X	X	X	X	X	X	X	X	X	X
Property	X	X	X	X	X	X	X	X	X	X	X	X
Housing	X	X	X	X	X	X	X	X	X	X	X	X

12. 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 in some cases, 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>In seeking a new way of working for outdoor recreational assets, initial capital investment may be necessary to secure long-term sustainable changes. Sustained investment in training and development of volunteers is part of this theme for recreational assets and public rights of way.</p> <p>Overall assessment is that this is achievable and without significant detriment to public need, but requires consistent work with local people, groups and communities to secure success.</p>	

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

What additional evidence and data has informed the development of your proposal?
<p>Information provided in previous EqIAs, have considered impacts upon local communities in transferring recreational assets (attached). The Council Residents Survey 2013 is the last published sources of data available for broad analysis and used in this assessment.</p> <div>  Equality Impact Assessment - Devolv  EqIA - Public Rights of Way Budget Redi </div>

14. 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.
October 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Stuart Mackintosh		26/10/2017
Head of Service:	Stuart Mackintosh		26/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Portfolio Holder	Date required	April 2018
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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Leisure Services	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal		To secure savings of £179k through efficiency savings already secured through contract management with the councils leisure provider, and through the efficiency savings achieved by reduction in leisure building portfolio.					
Outline Summary / Description of Proposal							
To achieve £179k saving as part of the MTFS in 2018/19							
1. Cessation of Staylittle Outdoor Centre and associated savings made through contract variation/fees with Freedom Leisure.							
1a.(as a result of 1. Above) Planned MTFS efficiency savings through reduction in fees paid to Freedom Leisure as part of long term contract arrangements.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£179,173	£24,512	£	£	£	£203,685

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Centre managed and service delivered by Freedom Leisure, as leisure operator. It is a matter for the operator to manage staff. Public relations will be jointly publicised by Freedom Leisure and PCC Communications Team. The operator have been involved with discussions throughout. Schools Service have been involved throughout this process and Freedom Leisure to inform schools if bookings cannot be honoured.	Choose an item.

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

Version	Author	Job Title	Date
V01	Jenny Ashton	Service Development Manager	August 2016
V02	Jenny Ashton	Service Development Manager	October 2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Schools Service – Staylitttle Outdoor Centre Adult Social Care – access to local residents for services / health intervention programmes Complimentary Education – Staylitttle Outdoor Centre (if closed)			
Service Area informed:	Schools	Contact Officer liaised with:	Gareth Jones
Mitigation			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	<p>The move to commission the delivery and operation of Leisure and Sports services has supported investment in facilities, the retention of local jobs, provided income generation opportunities and allowed the contribution such facilities offer to the wider community and region, including facilities for visitors, to be conserved.</p> <p>The proposals will continue to evolve the transformation process to meet continued need for responding proactively and effectively to reduce funding.</p>	Very Good	<p>Significant investment has been undertaken at 9 leisure sites since the service transferred to Freedom Leisure in July 2015. This will encourage and provide opportunities for increased participation and income across all sites. This will also support healthier lifestyles and long-term reduced impact on the Health Service. Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including 'health intervention' and partnership working with schools, health service, young people's services (youth, comp ed), disability services and external organisations.</p> <p>The transfer of leisure services to Freedom Leisure has resulted in an £18m saving to the Council over the life of the contract (15 years). The management fee to Freedom Leisure will reduce year on year. Significant investment has been made to 9 facilities as a result of the transfer, despite a reduction in funding. Increased income and participation is projected and expected by Freedom Leisure.</p> <p>Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including 'health intervention' and partnership working with schools, health service, young people's services (youth, comp ed), disability services and external organisations.</p>	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	As Below	Good	As Below	Choose an item.

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	The leisure and sports facilities and service provide a wide range of activities, programmes and opportunities to an extremely varied spectrum of residents and visitors with diverse needs and expectations. Participation is generally universal, however specialised schemes are available depending on demand. Many of the activities and programmes are outcome focused.	Very Good	Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including 'health intervention' and partnership working with schools, health service, young people's services (youth, comp ed), disability services and external organisations. Courses and qualifications are available throughout the sites in the county offering a range of opportunities	Very Good

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	<p>The proposals will maintain reasonable and sufficient access to a range of services facilitated through Leisure and Sports Centres, for example, access to fitness classes, sporting facilities, social & community events, group and society meetings and a range of community delivered & volunteer led services – all of which enable people to be active, engaged and live fulfilling lives.</p> <p>1.Staylittle Outdoor Centre: -notably different to sports & leisure centres -offering outdoor experience -broad & geographically spread clientele -young people / schools have accessed over many years -unique opportunity as a ‘stand-alone’ / self-financing business -does not serve one particular community -‘one off costs’ incurred if centre closed (4.11 Cabinet report) -Freedom Leisure have indicated that they would not that they would not wish to take Staylittle Outdoor Centre on as a contract variation</p> <p>Other Outdoor Centres (Powys, Wales & Borders) (there are more)</p> <ul style="list-style-type: none"> - Red Ridge, Cefn Coch - Mount Severn, Llanidloes - Elan Valley, Rhayader - Talybont Outdoor Centre, Brecon - Storey Arms, Brecon - Glan Llyn, Bala - Llangorse, Brecon - Adventure Beyond, Ceredigion - Llangranog, Ceredigion - Plas Gwynant, Snowdon - Oaker Wood Leisure, Leominster 	Very Good	Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including ‘health intervention’ and partnership working with schools, health service, young people’s services (youth, comp ed), disability services and external organisations	Very Good

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	- Gilwen Centre, Abergavenny			

Source of Outline Evidence to support judgements

Powys map of provision
 Freedom Leisure website (programmes & activities)
 Participation figures for each centre
 Income reports from Freedom Leisure
 Investment figures for sites within Powys – details of developments
 Participation projections over life of contract
 Sports Development – courses & education opportunities
 External courses & opportunities available at leisure centres

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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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>	<p>Freedom Leisure have committed to a continuous programme of staff development and opportunities for people within communities enabling growth and availability of jobs</p>	<p>Very Good</p>	<p>Freedom Leisure to continue with current practices</p>	<p>Very 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>Freedom Leisure have committed environmental policies and practices for their operation of centres. Staff are fully conversant with all practices. Freedom Leisure have an environmental and facilities manager. Energy projects in five sites have already been undertaken to improve air handling, efficiency of systems, controls and effective lighting.</p>	<p>Good</p>	<p>Further development where possible of other sites in Powys</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>Freedom Leisure have committed within the contract to improve, develop and support physical and mental health & wellbeing. Impacts are monitored and groups / individuals targeted where possible. Programmes and activities available throughout the county for a wide, diverse range of customers and visitors. Successful health intervention programme available at many centres. Partnership working with schools, health board and external organisations to encourage and support increased participation.</p>	<p>Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible.</p>	<p>Good</p>

<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Freedom Leisure have committed, in partnership with the Council to undertake a programme of repair & maintenance for all centres. Council retain 'landlord' responsibility for leisure buildings and are required to react when necessary as to not incur financial and reputational penalties for loss of profit and / or unavailability of facilities.</p> <p>Freedom Leisure have also committed to a programme of redecoration as part of their obligations.</p> <p>Significant investment in facilities is enhancing and improving buildings. Energy projects have improved efficiency and viability of buildings.</p> <p>Freedom Leisure work with schools and other groups to promote water safety and other initiatives.</p> <p>The transfer of leisure services to Freedom Leisure has resulted in an £18m saving to the Council over the life of the contract (15 years). The management fee to Freedom Leisure will reduce year on year.</p>	<p>Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible.</p>	<p>Good</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>Freedom Leisure have committed within the contract to improve, develop and support physical and mental health & well-being. Impacts are monitored and groups / individuals targeted where possible. Programmes and activities available throughout the county for a wide, diverse range of customers and visitors. Successful health intervention programme available at many centres. Partnership working with schools, health board and external organisations to encourage and support increased participation. Programmes & activities are linked to sports development opportunities to recognise and develop elite athletes (able & disabled). Freedom Leisure are committed to developing environmental practices and awareness. Freedom Leisure, either exclusively or with partner organisations hold and facilitate events, conferences and other functions to support the social and economic interests of Powys.</p>	<p>Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible.</p>	<p>Good</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, and treating the Welsh language no less favourable than the English language</i></p>	<p>Staff and customers are able to use the Welsh language throughout centres in Powys. Marketing material is available in Welsh. Correspondence and contact is available in Welsh Some centres in Powys have a higher number of Welsh speaking staff and customers due to the location</p>	<p>Neutral</p>	<p>Standards and practices are in place. Freedom Leisure are required as part of the contract to adopt the Welsh Language Policy. This has been superseded by the new Welsh Language Standards which is causing some confusion. Confirmation that operator not required to follow standards but Council must. Improvements in available materials and notices / information needed. Freedom Leisure have Welsh version of website. Marketing & PR to be available in Welsh. Activities available in Welsh – need confirmation from Welsh Language Society</p>	<p>Good</p>

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<i>Opportunities to promote the Welsh language</i>	<p>Staff and customers are able to use the Welsh language throughout centres in Powys. Marketing material is available in Welsh. Correspondence and contact is available in Welsh</p> <p>Some centres in Powys have a higher number of Welsh speaking staff and customers due to the location</p>	Good	<p>Standards and practices are in place. Freedom Leisure are required as part of the contract to adopt the Welsh Language Policy. This has been superseded by the new Welsh Language Standards which is causing some confusion. Confirmation that operator not required to follow standards but Council must.</p> <p>Improvements in available materials and notices / information needed. Freedom Leisure have Welsh version of website. Marketing & PR to be available in Welsh. Activities available in Welsh – need confirmation from Welsh Language Society</p>	Good
<i>Welsh Language impact on staff</i>	<p>Some centres in Powys have a higher number of Welsh speaking staff and customers due to the location</p> <p>There are not a high number of Welsh speaking staff within leisure centres – and Powys in general</p> <p>Staff have the opportunity to undertake Welsh lessons</p>	Good	<p>Freedom Leisure recruit Welsh speaking staff where possible but availability of Welsh speakers in Powys in general is very low</p>	Good

<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Freedom Leisure have committed within the contract to improve, develop and support physical and mental health & well-being. Impacts are monitored and groups / individuals targeted where possible. Programmes and activities available throughout the county for a wide, diverse range of customers and visitors. Successful health intervention programme available at many centres. Partnership working with schools, health board and external organisations to encourage and support increased participation. Programmes & activities are linked to sports development opportunities to recognise and develop elite athletes (able & disabled). Freedom Leisure are committed to developing environmental practices and awareness. Freedom Leisure, either exclusively or with partner organisations hold and facilitate events, conferences and other functions to support the social and economic interests of Powys. This includes art and cultural activities and events. Partnership working with cultural organisations to provide a diverse and varied programme of activities. Increased use of social media and marketing / advertising within centres to promote the benefits of sport and encourage people to participate</p>	<p>Very Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible</p>	<p>Very Good</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><i>Age</i></p>	<p>Specific programmes are available e.g. over 50's fitness, over 60's swimming, junior activities however majority of activity is universal and available to all</p>	<p>Very Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible</p>	<p>Very Good</p>
<p><i>Disability</i></p>	<p>Specific programmes, activities and clubs are available either through the centres or disability sports schemes or schools or health board. Some centres have been adapted with hoists, changing facilities, equipment and sensory rooms. Activities are adapted where possible to promote inclusion. Universal access is promoted and encouraged</p>	<p>Good</p>	<p>Freedom Leisure to continue with current practices and develop further where possible</p>	<p>Good</p>

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Gender reassignment	Freedom Leisure promote equality. All staff undertake regular training. If customers request specific changing facilities to accommodate stages of reassignment Freedom Leisure will respond accordingly. However proposals will not affect this.	Good	Freedom Leisure to continue with current practices and develop further where possible	Good
Marriage or civil partnership	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this.	Neutral	N/A	Neutral
Race	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this.	Neutral	N/A	Neutral
Religion or belief	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this. Freedom Leisure provide / hire facilities for specific sessions / events where demand is expressed for religious groups	Good	Freedom Leisure to continue with current practices and develop further where possible	Good
Sex	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this. There are some specific sessions for men / women / boys / girls where necessary and demand dictates e.g. ladies only swim	Good	Freedom Leisure to continue with current practices and develop further where possible	Good
Sexual Orientation	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this. There are some specific sessions for men / women / boys / girls / LGBT where possible and demand dictates. FL work with partner organisations where necessary e.g. Youth Services	Good	Freedom Leisure to continue with current practices and develop further where possible	Good
Pregnancy and Maternity	No specific impact known. Freedom Leisure promote equality. All staff undertake regular training. Provision is universal. Proposals will not affect this. Specific sessions are provided where possible and demand dictates e.g. ante natal swimming sessions. Freedom work with Health Services where appropriate	Good	Freedom Leisure to continue with current practices and develop further where possible	Good

Source of Outline Evidence to support judgements

Staff development & community opportunities (courses)
Energy efficiency programme – work completed (5 sites)
Freedom Leisure website (programmes & activities)
R&M programme
Redecoration programme
Investment figures for sites within Powys – details of developments
Sports Development (FANS scheme)
Sports Wales & Disability Sports Wales websites
Examples of events
Marketing materials
Mystery Customer Calls
Example job description
Examples of social media campaigns / surveys
Equality & Diversity training

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Required £179k saving for 2018/19 will have an impact on management fee paid to Freedom Leisure over life of the contract. Management Fee paid to Freedom Leisure decreases over life of the contract which is not budgeted for. Financial penalties for Council to reduce leisure portfolio. Freedom Leisure being asked to relinquish three centres – loss of income / participation which contribute to overall figures / commitments in contract Reduction in portfolio for Freedom Leisure.	Poor	Freedom Leisure only two years into contract. This is considered to be 'low impact'. Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including 'health intervention' and partnership working with schools, health service, young people's services (youth, comp ed), disability services and external organisations.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The proposals / options will not impact on this principle. Freedom Leisure will continue to and are committed to working with partners to deliver services. Freedom Leisure will work with PCC to carry out options that will create the least impact to communities.	Good	Freedom will continue to look for further opportunities to work with a wider range of partners to deliver and offer opportunities and services.	Good

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Freedom Leisure have a well-developed range of communication and engagement tools and are very proactive e.g. mystery shopper / caller, centre audits, customer forums, events, promotions, customer comment & suggestion schemes, direct contact with centre staff, website, social media. Freedom's strap line is 'Where you matter'. They are very passionate about engaging customers to enable them to develop and improve. When the proposals are agreed by Cabinet, Freedom Leisure will work with PCC to inform and engage staff and public to manage the changes. Local Members have been informed of proposals	Very Good	Freedom Leisure to continue with current practices and develop further where possible	Very Good
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Freedom Leisure Management Team have been involved with discussions around proposals for some time. 'Soft' options have been suggested e.g. energy projects, NNDR, utilities – not viable within timescales. Communications plans will be implemented to inform and engage staff and public as soon as decision is taken by Cabinet	Good	Freedom Leisure to work with PCC to implement decisions when taken	Good

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</p>	<p>Residents & visitors will continue to have access to 15 sites leisure sites across Powys, many of which are situated next to High Schools to ensure core curriculum activities are undertaken. This is considerably more than most other counties in Wales. Programmes and activities provided serve a wide, diverse range of customers including 'health intervention' and partnership working with schools, health service, young people's services (youth, comp ed), disability services and external organisations. Freedom Leisure have committed environmental policies and practices for their operation of centres. Staff are fully conversant with all practices. Freedom Leisure have an environmental and facilities manager. Energy projects in five sites have already been undertaken to improve air handling, efficiency of systems, controls and effective lighting. The move to commission the delivery and operation of Leisure and Sports services has supported investment in facilities, the retention of local jobs, provided income generation opportunities and allowed the contribution such facilities offer to the wider community and region, including facilities for visitors, to be conserved. Freedom Leisure have committed to a continuous programme of staff development and opportunities for people within communities enabling growth and availability of jobs. The proposals will not impact this principle.</p>	Very Good	Freedom Leisure to continue with current practices and develop further where possible.	Very Good

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Freedom Leisure provides employment opportunities to a wide range of people. Freedom work with schools & external agencies to provide opportunities. Freedom Leisure promote an apprenticeship scheme. Freedom provide a range of activities in partnership with other agencies to reduce barriers to participation and encouraging and enabling people to feel included. Freedom Leisure provide an 'Access to Fitness' scheme available to people who received certain benefits, carers, armed forces veterans. The proposals will not impact this principle	Good	Freedom Leisure to continue with current practices and develop further where possible.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Provision within leisure & sports centres is universal. There are specific activities for some groups. All residents / visitors are encouraged to participate. Freedom Leisure as part of the contract offer 50% concessionary fees to Looked After Children. Freedom Leisure work with partner agencies i.e. social services to understand demand. The proposals will not impact this principle	Good	Freedom Leisure to continue with current practices and develop further where possible	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 Freedom Leisure staff and the organisations that hire space in the centres are required to undertake safeguarding training and are DBS checked. This includes contractors. Freedom work with other agencies e.g. Social Services, Schools and have practices & procedures if abuse or neglect is detected. Many of the leisure centres are located next to school sites which increases the need for diligence. The proposals will not impact this principle	Good	Freedom Leisure to continue with current practices and develop further where possible.	Good
Impact on Powys County Council Workforce	No specific impact known. The proposals should not affect PCC staff. PCC staff receive a discounted membership offer.	Good	N/A	Good

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Source of Outline Evidence to support judgements				
<p>Freedom Leisure website (programmes & activities)</p> <p>Freedom Leisure – examples of partnership working</p> <p>Examples of schemes, forums, web site, comment forms</p> <p>Communications Plan</p> <p>Evidence already suggested</p> <p>Freedom Safeguarding procedures</p> <p>Concessionary prices</p>				
. Achievability of proposal?				
Impact on Service / Council		Risk to delivery of the proposal		Inherent Risk
Low		High		Low
Mitigation				

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Required £179k saving for 2018/19 will have an impact on management fee paid to Freedom Leisure over life of the contract - Management Fee paid to Freedom Leisure decreases over life of the contract which is not budgeted for	Low	Staylitt Outdoor Centre – market testing was undertaken to establish interest of 3 rd Party to transfer to full cost recovery model. Testing showed only very limited interest and application forms did not comply with required information and were considered as not complete and therefore not as viable options. The proposal have been subject to a full Scrutiny review and Cabinet concluded to close the centre following a site visit and cabinet report. The impact will be more significant if staff need to be made redundant by Freedom Leisure. Customers would need to find alternative provision – many in Powys, Wales & borders.	Low
Reputational risk – staff / public	Low		Low
Financial penalties for Council to reduce leisure portfolio	Low		Low
Freedom Leisure being asked to relinquish one centre – loss of income / participation which contribute to overall figures / commitments in contract	Low	Council to pay 'one off costs' (redundancy, depreciation, loss of profit / income) to Freedom Leisure as contract requires. Freedom Leisure have only agreed to proposals in principle. Freedom Leisure contract did not budget for an additional £130k reduction in management fee.	Medium
Reduction in portfolio for Freedom Leisure	Low	Effective engagement & inclusion required with staff & customers to inform and implement decisions.	Medium

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Potentially two communities in Powys will have leisure provision removed - Residents in communities where provision removed will have to travel further to next facility

Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Effective withdrawal of Freedom Leisure from Staylitttle Outdoor Centre	March 31 2018	Cessation of activity and amendment to contract fee payment.	Cabinet September 2017
Portfolio Holder decision required	Yes	Date required	September 2017
Cabinet decision required	Yes	Date required	September 2017
Council decision required	Yes	Date required	October 2017

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Any loss to facilities within the leisure portfolio will have some impact on residents and visitors. Freedom Leisure will be losing one facility from their Powys portfolio which will incur penalties and costs. However, some or all of the proposals will limit the impact on the overall contract and provision in Powys.	

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

What additional evidence and data has informed the development of your proposal?
Access Modelling Population Mapping Income / Usage / Investment data Confidential - V4 Services Report – Review of ‘rationalisation’ exercises Freedom Leisure Contract

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14. On-going monitoring arrangements?

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

Contract monitoring with Freedom Leisure – already established as part of the transfer and ongoing monitoring requirements
 Customer comments
 Participation / income data

Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jenny Ashton		
Head of Service:	Stuart Mackintosh		26/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Date required
Portfolio Holder	Already agreed at Cabinet 10 th October 2017

FORM ENDS

This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

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Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal		1819-15 – Reduce Funding support for Theatre provision					
Outline Summary / Description of Proposal							
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. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£11,945	£	£	£	£	£11,945

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	Completed	Yes

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

Version	Author	Job Title	Date
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V1	Stuart Mackintosh	L&R Services Manager	29/10/2015
V2	Lucy Bevan	Arts and Culture Commissioning Officer	26 October 2017

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Regeneration 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.			
Service Area informed:	Leisure and Recreation Regeneration	Contact Officer liaised with:	Stuart Mackintosh Jenni Thomas
Mitigation			
No direct impact on any other services.			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<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> - 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. - Leverage of external funding and investment.</p>	Neutral		Neutral

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Health and Care We will lead the way in effective, integrated rural health and care	Access to theatre programmes & activities as audience and participants contributes to people's wellbeing by encouraging social interaction, physical activity, cultural stimulation and taking part in enjoyable experiences.	Neutral		Neutral
Learning and skills We will strengthen learning and skills	<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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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	<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. 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
Source of Outline Evidence to support judgements ‘Playing to Strengths’ Noble Openshaw Report. Very extensive negotiations and discussions involving the Portfolio Holder, Arts Service and Theatre venue management teams was undertaken over a 18month period prior to Cabinet signing off the budget changes which commenced in 2016/20017.				

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	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.	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.	The provision of high quality theatre & arts programming provides opportunities for people to be culturally engaged and intellectually stimulated, as well as being involved in social interactive experiences – contributing to mental well-being and people staying active. In recognising the value and enjoyment of attending or participating in arts activities, people are more likely to repeat the experience and as such avoid the risk of becoming isolated, lonely or inactive.	Neutral		Neutral

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A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The potential loss of local access to community events and activities.	Poor		Poor
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.	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.	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, and treating the Welsh language no less favourable than the English language</i>	Welsh speakers will be affected through the loss of local access to professional Welsh language performing arts productions, Welsh language community events and activities.	Poor		Poor
<i>Opportunities to promote the Welsh language</i>	As above	Poor		Poor
<i>Welsh Language impact on staff</i>	No impact	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	The potential loss of local access to professional performing arts productions, community events and activities.	Poor	Continue support of 'night Out Scheme' – rural community theatre performances.	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).				

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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. In addition, young people participating in youth theatre activities delivered through venues, would lose the learning and skills development opportunities afforded to them and the associated encouragement to pursue training, educational and employment in the field of the arts.	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
Source of Outline Evidence to support judgements				
Cabinet Report C65-2015 – Appendix C				

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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	Continued close working with theatre venues and the provision of support in assisting them to develop future sustainability options.	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 proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	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
Impact on Powys County Council Workforce	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				
Cabinet Report C65-2015				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
Whilst maintaining close contact with the theatre venues and monitoring their operations, seek to provide alternative forms of support for their organisational development and sustainability e.g. deliver Sustainability School for the Arts (completed), Sustainability + (underway in 2017/18) in partnership with Arts & Business Cymru.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The risk associated with a reduced grant support to the theatres is that this might fundamentally impact upon their ability to continue.	Low	Extensive meetings and consultations over an 18 month period	Low
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.	Low	Actions taken as a result of a formal review in 2013 – 15, with significant changes in funding arrangements approved by Cabinet	Low
Loss of jobs and employment opportunities	Low		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Cabinet confirmed MTFS target and plan for delivery prior to commencement of 2016/2017 budget and as a 3 year plan	2016-2019	Savings achieved	
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

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12. 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.	

13. 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.

14. 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.
September 2018.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan		20/10/2017
Head of Service:	Stuart Mackintosh		20/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Date required	
Cabinet		Cabinet approved this MTFS target and three year implementation plan in 2016.

FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
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Proposal 1819-16 Arts: Theatre funding reduction to a minimum, but sustainable ongoing position will deliver modest additional savings from alternative delivery arrangement

Outline Summary / Description of Proposal

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.

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.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£15,000	£	£	£	£	£15,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	Completed	Yes

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

Version	Author	Job Title	Date
V1	Lucy Bevan	Arts & Culture Commissioning Officer	12/01/2107
V2	Lucy Bevan	Arts & Culture Commissioning Officer	26/10/2017

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- (4) Any mitigation for impact on other service areas?
- Needs to be something in all boxes, even if it is just no impact (rather than N/A).
- Any sources of evidence must be stated.
- (6) Any more impacts for a more equal Wales?
- (7) Any more mitigation?
- (16) Governance needs completing.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Regeneration, Tourism, Schools Service, Youth Service.

Service Area informed:	Leisure and Recreation Regeneration	Contact Officer liaised with:	Stuart Mackintosh Jenni Thomas
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Mitigation

No impact.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	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
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.	N/A	Choose an item.

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	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
Residents and Communities We will support our residents and communities	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
Source of Outline Evidence to support judgements				
Cabinet Report C65-2015 'Playing to Strengths' Noble Openshaw Report				

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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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, and treating the Welsh language no less favourable than the English language</i>	Powys Dance delivers bilingual community dance services throughout the county. Standards will remain in place and all promotional material available bilingually.	Neutral	PYMDS able to support activity delivered through the medium of Welsh.	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	Promotion of recreational value and health & well-being benefits of participating in arts activity.	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
Source of Outline Evidence to support judgements				
Cabinet Report C65-2015 'Playing to Strengths' Noble Openshaw Report				

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<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
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	Continue to seek and disseminate opportunities for young people to access music activities in other ways and through other routes.	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	Continue to develop and establish co-working models.	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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral

Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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
Impact on Powys County Council Workforce	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				
<p style="text-align: center;">Cabinet Report C65-2015 'Playing to Strengths' Noble Openshaw Report</p>				
Achievability of proposal?				
Impact on Service / Council		Risk to delivery of the proposal		Inherent Risk
Medium		Low		Low
Mitigation				
<p>Continue support to youth music organisations and provide information, signposting and advice as required. Attend Powys Dance Board meetings and support strategic organisational development and joint working / commissioning opportunities.</p>				

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
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.	Low	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
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Ensure funding for music development is made available across all sectors of music interest in Powys through a simple grant aid scheme.	April 2018	Equitable access to grant aid for music development across interest group range and across the county.	Grant approach previously agreed with Portfolio Holders and has been previously communicated to music sectors in Powys.
Portfolio Holder decision required	No	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

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12. 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>	

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

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

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Routine dialogue with sector groups and interaction by Arts & Culture Commissioning Officer with grant applicants and recipients.
Please state when this Impact Assessment will be reviewed.
September 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan		26/10/2017
Head of Service:	Stuart Mackintosh		26/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Rachel Powell		

16. Governance

Decision to be made by	Date required
Portfolio Holder	2015/16

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Mark Evans	Portfolio Holder	Cllr Aled Davies
Proposal		1819-18 Reduce photocopying budget					
Outline Summary / Description of Proposal							
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.							

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£2,500	£2,500	£N/A	£N/A	£N/A	£5,000

Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Elected members were consulted prior to introduction of Moderngov	Yes

3. 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	6 November 2017
2	Steve Boyd	Cabinet Manager	22 November 2017

Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Will reduce workload within Reprographics

Service Area informed:	Yes at the time of the introduction of Moderngov	Contact Officer liaised with:	Dylan McPhee
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Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	No impact	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	No impact	Neutral	N/A	Neutral

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	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
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	N/A	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	N/A	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	N/A	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	N/A	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, and 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	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral	N/A	Neutral
<i>Welsh Language impact on staff</i>	All agendas are translated into Welsh and the Welsh version is available on ModernGov.	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	N/A	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	N/A	Neutral
<i>Disability</i>	No impact	Neutral	N/A	Neutral
<i>Gender reassignment</i>	No impact	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	N/A	Neutral
<i>Race</i>	No impact	Neutral	N/A	Neutral
<i>Religion or belief</i>	No impact	Neutral	N/A	Neutral
<i>Sex</i>	No impact	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	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	N/A	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral	N/A	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Cabinet and Members were consulted through the budget workshop process	Good	N/A	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	N/A	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	N/A	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	N/A	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral	N/A	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	N/A	Neutral
Impact on Powys County Council Workforce	Reduction in output required from Reprographics	Unknown	N/A	Unknown
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Member non-compliance	Low	Member training on use of ModernGov including how to make notes electronically on documents	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
None required. Moderngov was introduced in September 2015. Training has already been delivered to newly elected members to enable them to use Moderngov.	N/A	N/A	N/A
Portfolio Holder decision required	No	Date required	N/A
Cabinet decision required	No	Date required	N/A
Council decision required	No	Date required	N/A

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. 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.	

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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

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

Budget monitoring reports

14. On-going monitoring arrangements?

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

Regular checking of Budget monitoring reports

Please state when this Impact Assessment will be reviewed.

Annually

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Mark Evans		
Portfolio Holder:	CLlr Aled Davies		

16. Governance

Decision to be made by	Portfolio Holder	Date required	No further decision required
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Legal Services	Head of Service	Clive Pinney	Strategic Director	Mark Evans	Portfolio Holder	Cllr Aled Davies
Proposal		1819-19 Reduce travel expenses					
Outline Summary / Description of Proposal							
Reduce Members travel expenses by increased use of video conferencing, skype, car sharing, reduction in meetings and reduction in membership of committees.							

Page 567 Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£2,000	£2,000	£ N/A	£ N/A	£ N/A	£4,000

Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	This is the second year of a three year saving. Members were consulted as part of the budget process when this proposal first came forward.	Yes

3. 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
3	Steve Boyd	Cabinet Manager	22 November 2017

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
No			
Service Area informed:	N/A	Contact Officer liaised with:	N/A
Mitigation			
N/A			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	No impact	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	No impact	Neutral	N/A	Neutral
Source of Outline Evidence to support judgements				

Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
No impact				

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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	N/A	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	N/A	Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	N/A	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral	N/A	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	N/A	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, and treating the Welsh language no less favourable than the English language</i>	No impact	Neutral	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	N/A	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral	N/A	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	N/A	Neutral
<i>Disability</i>	No impact	Neutral	N/A	Neutral
<i>Gender reassignment</i>	No impact	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	N/A	Neutral
<i>Race</i>	No impact	Neutral	N/A	Neutral
<i>Religion or belief</i>	No impact	Neutral	N/A	Neutral
<i>Sex</i>	No impact	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	No impact	Neutral	N/A	Neutral
Source of Outline Evidence to support judgements				

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
No impact				

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

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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	N/A	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral	N/A	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Cabinet and Members were consulted through the budget workshop process.	Good	N/A	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral	N/A	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	N/A	Neutral

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	N/A	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No Impact	Neutral	N/A	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	N/A	Neutral
Impact on Powys County Council Workforce	No impact	Neutral	N/A	Neutral
Source of Outline Evidence to support judgements				
Cabinet report and workshop documentation				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Members not car sharing	Low	None	Low
No reduction in the number of meetings	Low	None	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
No further actions required. This is the second year of savings spread over 3 years. Council agreed to a reduction in the size of some committees and in the frequency of some meetings in the first year of the savings.	N/A		
Portfolio Holder decision required	No	Date required	N/A
Cabinet decision required	No	Date required	N/A
Council decision required	No	Date required	N/A

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

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

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

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

Budget monitoring report

14. On-going monitoring arrangements?

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

Regular checking of budget monitoring report

Please state when this Impact Assessment will be reviewed.

Annually

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Mark Evans		
Portfolio Holder:	CLlr Aled Davies		

16. Governance

Decision to be made by	Portfolio Holder	Date required	No further decision required
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Regeneration	Head of Service	Lisa Griffiths	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Martin Weale
Proposal		1819-22 Match Funding for Welsh Government Targeted Regeneration Investment Programme					
Outline Summary / Description of Proposal							

Welsh Government has recently launched its new Targeted Regeneration Investment Programme (TRIP). Local authorities, along with partner organizations, will be able to apply for capital investment for projects that promote economic regeneration and serve the aims of wider sustainable development with activities focused at individuals and areas most in need. The programme aims to help create jobs, enhance skills and employability, and create the environment for businesses to grow and thrive. A key feature will be the identification of priority projects through a process of regional working and regeneration plans.

A total budget of up to £100 million is available across Wales over an initial 3-year period (2018-21) which includes a notional allocation of £7M for the Mid Wales region. The programme will be able to invest in projects on a rolling basis from April 2018. The maximum intervention rate per project is 70% and all projects must provide a minimum financial contribution of 30% from non-Welsh Government sources (e.g. local authority, Lottery, EU, private, third sector, WG loan funding).

Development funding of up to £200k per region can be utilised on an annual basis over the initial 3-year period to assist in the early development of projects at a maximum intervention rate of 50% contribution towards such costs.

Match Funding Request for Council Projects

Options for the Council's bid will be developed over the coming months and informed in part by an evidenced based feasibility study to be commissioned on behalf of the Growing Mid Wales Partnership. Dependent on the proposals that come forward, part of the match funding requirement could be raised through existing planned investment or projects. To help maximise the regeneration opportunity, additional match funding will be required from the Council as part of the bid:

i. Development Funding: £150,000 (over 3 years)

Under the new programme there will be a requirement to undertake feasibility and design work in advance of project submissions. Projects will only be considered for approval by Welsh Government when full project details are in place, procurement has been completed and match funding confirmed. Due to the need to undertake development work at the commencement of the programme, a sum of £50,000 per annum for three years is requested as match funding (50%) from 2018-21.

ii. Delivery Funding: £450,000 (over 3 years)

A provisional capital sum of £150,000 per annum is requested for the initial three years of the programme (£450,000) as match funding towards project delivery. It is envisaged that the remaining match funding requirement would be identified from external funding sources or existing budgets.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
-£150,000	-£250,000	-£200,000	£	£	£-600,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
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Staff consultation required	Consultation will take place during the preparation of project options and proposals.	No
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3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Gareth Jones	Professional Lead Regeneration	23/10/17

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The TRIP will provide opportunities to support the delivery of Vision 2025 and the work of other Council service areas in particular housing, property, leisure & recreation and transportation. Engagement will take place during the preparation of options and project proposals.

Service Area informed:

Not yet

Contact Officer liaised with:

Mitigation

N/A

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The key aim of the programme is to support projects that promote economic regeneration and will deliver economic prosperity – creating jobs, enhancing skills and employability, creating the right environment for businesses to grow and thrive.	Very Good	N/A	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	Projects will contribute to well-being objectives and help build healthier, more integrated communities.	Good	N/A	Good
Learning and skills We will strengthen learning and skills	Enhancing skills and employability through for example the delivery of complementary training initiatives and social clauses in contracts will be an important part of economic regeneration proposals delivered through TRIP.	Good	N/A	Good

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	The programme will deliver integrated solutions to the regeneration of communities focusing on areas most in need and helping to improve economic opportunities, connectivity, housing and well-being.	Very Good	N/A	Very Good

Source of Outline Evidence to support judgements

The evidence is based on the programme guidance: <http://gov.wales/topics/housing-and-regeneration/regeneration/targeted-regeneration-investment/?lang=en>

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 directly contribute to this goal by supporting the development of a vibrant and viable economy. The TRIP will support projects which promote economic regeneration of targeted areas and their communities.	Very Good	N/A	Very 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).	The programme will look to enhance the physical and natural environment of target communities. This could be achieved, for example, by integrating landscaping, habitat creation, renewable energy generation and the promotion of sustainable travel into projects.	Good	Any potential adverse impact on biodiversity and the natural environment will be assessed and mitigated proposals developed in accordance with good practice.	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.	The programme will help improve the quality of the built and natural environment, housing and economic opportunities for local people helping to improve well-being and encourage healthier lifestyles.	Good	n/a	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The programme aims to help tackle inequality and develop prosperous, well connected sustainable communities.	Very Good	n/a	Very Good

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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/unknown	Unknown	n/a	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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	Information and signage delivered through the programme will comply with Welsh language guidance and policy.	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	Information and signage delivered through the programme will comply with Welsh language legislations, guidance and policy.	Neutral		Neutral
<i>Welsh Language impact on staff</i>	No impact/unknown	Unknown		Unknown
<i>People are encouraged to do sport, art and recreation.</i>	The programme has the potential to enhance cultural and recreational opportunities in communities as part of an integrated approach to regeneration.	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>	The programme will support equality of opportunity for all sections of the community.	Good		Good
<i>Disability</i>	Proposals implemented through the programme will actively promote access for all and comply with associated good practice in design.	Good		Good
<i>Gender reassignment</i>	No impact/unknown	Unknown		Unknown
<i>Marriage or civil partnership</i>	No impact/unknown	Unknown		Unknown
<i>Race</i>	No impact/unknown	Unknown		Unknown
<i>Religion or belief</i>	No impact/unknown	Unknown		Unknown
<i>Sex</i>	No impact/unknown	Unknown		Unknown
<i>Sexual Orientation</i>	No impact/unknown	Unknown		Unknown
<i>Pregnancy and Maternity</i>	No impact/unknown	Unknown		Unknown

Source of Outline Evidence to support judgements

The evidence is based on the programme guidance: <http://gov.wales/topics/housing-and-regeneration/regeneration/targeted-regeneration-investment/?lang=en>

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 have no adverse impact on this principle.	Neutral		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Proposals under the programme will be developed in collaboration with key stakeholders including the Growing Mid Wales Partnership.	Good		Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The programme will engage a range of stakeholders from the public, private and voluntary sector in preparing integrated regeneration proposals.	Good		Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	Bids will need to focus on targeted regeneration investment which addresses evidenced based need and opportunities to help bring about long term sustainable regeneration.	Good		Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Well-being objectives are a central part of the assessment criteria for funding bids under the TRIP.	Good		Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	A core aim of the TRIP is to support the economic regeneration of disadvantaged communities and help people into employment.	Good		Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact/unknown	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/unknown	Unknown		Unknown
Impact on Powys County Council Workforce	It is envisaged that a post could be created and funded through the TRIP to support programme delivery if required.	Neutral		Neutral
Source of Outline Evidence to support judgements				
The evidence is based on the programme guidance: http://gov.wales/topics/housing-and-regeneration/regeneration/targeted-regeneration-investment/?lang=en				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Medium
Mitigation		
The proposal is for the allocation of match funding to support the preparation of an external funding bid and subsequent delivery if successful. This is a capital bid and will be developed to provide enhanced infrastructure of some sort. Project risk assessments and mitigation will be built into the project management arrangements. The preparation of options and proposals will be subject to individual risk assessments. Robust project management and governance arrangements would be put in place to help mitigate potential risks during the development and delivery stages.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Staff resources are insufficient to work up the bid proposals	Medium	Development funding requested. Potential post to support programme management.	Low
The funding bid to Welsh Govt is unsuccessful	Medium	Officers will work closely with Welsh Govt and through the Growing Mid Wales Partnership to develop the Council's bid. Where appropriate an 'approval in principal' will be requested for project proposals in advance of full application details being prepare and submitted.	Low
Projects identified within the bid are unable to proceed or experience cost overruns	Medium	Project will only be approved by Welsh Govt once detailed designs have been completed and contracts tendered. This will help ensure deliverability of schemes through robust project management arrangements and systems.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Project currently considered a low risk

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Preparation of evidence based regional programme of interventions for Growing Mid Wales framework for action	31/6/18	Identification of strategic projects and prioritisation of investments at regional level	
Review of project options	31/6/18	Appraisal of project options and prioritised recommendations for delivery	
Preparation of detailed project proposals/designs	31/6/18 onwards	Completion of detailed project proposals and funding bid	Decision making will then depend on the detailed proposals put forward and their values and what is included in the MTFS
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	31/6/18
Council decision required	Yes	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None identified												

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12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Targeted Regeneration Investment Programme will provide financial support for projects that promote economic regeneration with activities focussed on individuals and areas most in need. The programme is aligned to Welsh Government's 'Prosperity for All' well-being objectives and will support the development of sustainable, integrated and prosperous communities. This impact assessment demonstrates that the proposals will have an overall positive impact on service delivery and will help to deliver the Council's Vision 2025 priorities.	

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

What additional evidence and data has informed the development of your proposal?
This is an opportunity to match fund Welsh Government capital grant aid to improve the infrastructure in Powys. Detailed proposals will be built up to support successful bidding criteria and to maximise a successful completion.

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The impact of the programme and investments within Powys will be monitored through regular reporting of progress to an internal officer project board and Cabinet via the Portfolio Holder for Regeneration and Planning. A regional monitoring and reporting framework will also be developed and implemented as part of the programme management and governance arrangements. Monitoring will be undertaken in accordance with Welsh Government reporting requirements for the programme on a quarterly basis.
Please state when this Impact Assessment will be reviewed.
To be reviewed prior to submission of report to Cabinet.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Jones		
Head of Service:	Lisa Griffiths		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Martin Weale		

16. Governance

Decision to be made by	Date required
Cabinet	30/6/18

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Service Area	Regeneration and Corporate Property	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Phyl Davies
Proposal		1819-24 To create extra car parking space within the County Hall Campus to address insufficient car parking spaces and H&S issues					
Outline Summary / Description of Proposal							
A review of car parking across the Corporate office buildings within the authority has highlighted a deficiency in car parking space at County Hall, in addition Health and Safety concerns have been raised by the Fire and Emergency Rescue Service regarding the access of emergency vehicles on to the County Hall campus.							
This proposal seeks £175,000 in Capital funding to provide extra car parking space for Councillors, visitors and staff at the County Hall Campus. Costs have been gathered to increase the car parking provision by 45 spaces. The project would help prevent inappropriate parking and address the Health and Safety concerns of Fire and Emergency Rescue Service.							

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£ -175,000	£ 0	£ 0	£ 0	£0	£-175,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	This proposal is for Capital funding for the improvement in car parking provision and doesn't impact on external persons.	No

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

Version	Author	Job Title	Date
V1	Gareth Richards	Energy Officer	20/11/2017

V2	Gareth Richards	Energy Officer	21/11/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
<p>The project will have a positive impact on all Council staff, visitors and Councillors located in County Hall.</p> <p>The Highways, Transport and Recycling service have provided assistance with the findings of the review of our Corporate office car parks and costs for the Capital project has been provided by the Engineering Design team.</p> <p>The project is being undertaken to improve the Health and Safety arrangements at County Hall, the project has no effect on Corporate Parenting. The work will improve access for Fire and Emergency vehicles and reduce inappropriate parking and therefore improve the Health and Safety within the Car Park at County Hall.</p>			
Service Area informed:	Highways, Transport and Recycling	Contact Officer liaised with:	Tony Caine
Mitigation			
A representative from Highways, Transport and Recycling is included within the working group working on the project.			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	No impact	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	Potential increased visitor car park spaces at our County Hall will allow our residents to improve the access to services at County Hall. In addition there will be improved access for parents and children attending Cefnlllys CP School.	Good		Choose an item.

Source of Outline Evidence to support judgements

Knowledge gained during initial review by the project team.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 small negative impact could be achieved on Carbon Emissions, where members of staff/visitors and Councillors use their own transport instead of alternative low carbon methods of transport.	Poor	Impact can be mitigated through increased promotion of alternative methods of transport.	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).	A small negative impact could be achieved where increased transport use results in a negative impact on the natural environment.	Poor	Impact can be mitigated through increased promotion of alternative methods of transport.	Poor
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 small negative impact could be achieved where increased transport use results in a staff/visitors and Councillors driving to work instead of using alternative transport methods like walking and cycling.	Poor	Impact can be mitigated through increased promotion of alternative methods of transport.	Poor
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	No impact	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Choose an item.
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		Choose an item.
<i>Disability</i>	A review of disabled access parking will be undertaken.	Good		Choose an item.
<i>Gender reassignment</i>	No impact	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	No impact	Neutral		Choose an item.
<i>Race</i>	No impact	Neutral		Choose an item.
<i>Religion or belief</i>	No impact	Neutral		Choose an item.
<i>Sex</i>	No impact	Neutral		Choose an item.
<i>Sexual Orientation</i>	No impact	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	No impact	Neutral		Choose an item.

Source of Outline Evidence to support judgements

Knowledge gained during initial review by the project team.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact	Neutral		Choose an item.
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		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral		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		Choose an item.
Impact on Powys County Council Workforce	Increased provision of parking at County Hall will benefit the workforce located at County Hall, as well as visitors and Councillors. The extra space will improve the Health and Safety on site and lower the risk of accidents and improve access for fire and emergency vehicles.	Good	Increased spaces will avoid inappropriate parking, designated walkways for staff will lower risk of accidents and improved access for fire and emergency vehicles will allow a quicker response time in times of emergency.	Good
Source of Outline Evidence to support judgements				
Knowledge gained during initial review by the project team.				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
Project team has received initial costs and designs, a further detailed design will be required to design the car park layout.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
No risks to service delivery has been identified.	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Prepare options for car parking design	October 17	Report to take to management team	Options for Capital investment at County Hall considered by Management Team.
Detailed Report to Management Team/Portfolio Holder regarding Car Parking Improvement at County Hall	Jan 18	To finalise options for Car Parking provision at County Hall.	Options decided to take forward Car Parking improvement at County Hall
Implement Capital project to increase car parking provision at County Hall	December 18	Project implemented and car parking provision in County Hall increased	N/A
Portfolio Holder decision required	Yes	Date required	Jan 18
Cabinet decision required	Yes	Date required	Jan 18
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A.												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The project has no or little impact on the council's strategic vision, Welsh Government's well-being goals, Sustainable Development Principles. However it will impact on the Councils workforce with improved car parking arrangements, improved Health and Safety arrangements at the County Hall Car Park.	

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

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

No supportive evidence has been obtained. Only previous H&S and incorrect car parking observations from working group members have been used to determine the H&S improvements and enforcement actions required to deliver a fit for purpose car parking arrangement.

14. On-going monitoring arrangements?

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

Monitoring of car parking by Corporate Property, including Health and Safety incidents. Review of number of enforcement actions taken in County Hall car park can be undertaken to determine improvement in correct parking within the Car Park at County Hall

Please state when this Impact Assessment will be reviewed.

June 18

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Richards		20/11/2017
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Phyl Davies		

16. Governance

Decision to be made by	Portfolio Holder	Date required	Jan 18
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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Corporate Property	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Jonathan Wilkinson
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Proposal 1819-25 Farms Estate- allocation of additional £500,000 capital budget to deal with identified health and safety and pollution liabilities.

Outline Summary / Description of Proposal

A capital budget allocation of £500,000 is required in 2018/19 and 2019/20 to allow the Farms Estate to complete urgent repair and renewal work to buildings and infrastructure to mitigate health and safety risks and ensure that farms estate holdings offer a safe working and residential environment to tenants, their families and contractors. The proposed allocation would be in addition to existing budget allocations. The condition surveys identified c £4.5m of urgent works to be carried out in the first 2 years. The original allocation of £500k per annum does not give us enough scope to address these urgent works in the recommended timeframe, therefore exposing PCC to risk.

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-500,000	£-500,000	£	£	£	£-1,000,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	The need for the budget allocation has been established by completed property surveys.	Choose an item.

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

Version	Author	Job Title	Date
1	Hugo Van Rees	Farms Estate Manager	20/11/2017
2	Natasha Morgan	Professional Lead- Strategic Property	20/11/2017

Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
<p>Budget allocation will have to be met from existing resources which will add to pressures on budgets elsewhere in the Authority.</p>	
Service Area informed:	Contact Officer liaised with:
Mitigation	

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Well-equipped and safe County Farms will support business activity amongst new and existing tenants	Good		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral		Neutral
Learning and skills We will strengthen learning and skills	Well-equipped and safe County Farms will support business development amongst tenants	Good		Neutral
Residents and Communities We will support our residents and communities	County Farms holdings will offer a safe and desirable place to live and keep economically active people in rural communities	Good		Neutral

Source of Outline Evidence to support judgements

Interest in new lettings, the number of applications submitted and the level of rents tendered.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	County Farms properties sustain rural employment and wealth-creation by supporting business establishment and growth.	Good	Investment will improve holdings to attract high quality dynamic applicants for farm tenancies	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).	Investment is required to address pollution risks from inadequate or worn-out sewage and farm waste storage facilities.	Good	Slurry stores and domestic foul drainage systems will be renewed or replaced to minimise potential pollution risks.	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.	Dangerous buildings and working environments pose a risk to the health and wellbeing of tenants and their families.	Good	Investment will allow known liabilities and risks to be addressed.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Investment will make Farms Estate holdings more attractive and safe.	Good	Improved buildings & infrastructure will lead to more viable farms of greater appeal to current and prospective tenants.	Good

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Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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, and 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>	County Farms lettings provide opportunities to young farmers	Good	Better quality property will represent a more attractive proposition to young new entrants to agriculture.	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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Source of Outline Evidence to support judgements

A reduction in the Authority's overall liability, as identified by the Condition Assessments, corresponding to the level of investment made. Interest in new lettings, the number of applications submitted and the level of rents tendered.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Investment in the Estate will support the ability of the Estate to generate income in the longer-term	Good	Improved property will allow higher rents to be obtained at re-letting and rent review.	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.	No impact	Neutral		Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	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
Impact on Powys County Council Workforce	Investment will provide safer working conditions for PCC staff and contractors	Good	Known hazards and risks will be addressed.	Good
Source of Outline Evidence to support judgements				
Continued growth in revenue generated by the Estate (acknowledging the medium-term economic uncertainty facing the agricultural sector). Interest in new lettings, the number of applications submitted and the level of rents tendered.				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Medium
Mitigation		
Agree scope and timing of work with farm tenants and project managers at early stage.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Minor disruption to service users (tenants) as essential work is carried out	Low	Keep tenants apprised of forward work programmes and timing	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Forward work programme to project managers	December 2017		
Quarterly progress reviews.	Ongoing		
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Condition surveys have identified significant liabilities on the Farms Estate that may, if unaddressed, threaten the health and wellbeing of the Authority's tenants, their families, its staff and contractors, and may contribute to incidents of pollution. Furthermore the long-term operational value of the Estate will be suppressed if these issues are not promptly addressed.	

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

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

County Farms Condition Assessments completed 2015

14. On-going monitoring arrangements?

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

Review actual vs projected costs for completed work and ensure total liability reduces commensurately with expenditure.

Please state when this Impact Assessment will be reviewed.

November 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Hugo Van Rees		
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Wilkinson		

16. Governance

Decision to be made by		Date required	
	Council		Asap- urgent works have been identified
	This decision is to be made as part of the approval of the FRM process		

FORM ENDS

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Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

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Service Area	Strategic Property	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Phyl Davies
Proposal		1819-27 - Disposals – funding to deal with surplus properties					
Outline Summary / Description of Proposal							
A request for a revenue budget of £75k pa in order to explore all options in an effort to enhance the Council’s capital receipts potential by a) the use of external Powys Real Estate Partnership (PREP) where deemed appropriate to do so or b) the spending of monies to enhance a surplus property for sale. There are around 40 properties on the surplus list at any one time. There is currently no budget to spend on these properties before sale and so PCC is perhaps not realising the maximum value from the assets.							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-75,000	£-75,000	£-75,000	£-75,000	£-75,000	£-375,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	N/A – the PREP partner has already been appointed following a competitive EU dialogue process	No

3. 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	20 November 2017
2	Natasha Morgan	Professional Lead- Strategic Property	21 November 2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)			
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
There is potential as the annual funding requirement of £75,000 must be funded from within the Council's existing resources. However, the potential to impact upon other services will only be realised if the proposal should fail. There may be some impact in year 1, due to the delay between investing in the PREP partner and enhanced sale receipts being realised. No service areas have therefore been informed or consulted on this.			
Service Area informed:	N/A	Contact Officer liaised with:	N/A
Mitigation			

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The use of an external partner will maximise the Council's returns on surplus property by investigating and obtaining appropriate alternative uses for such properties, meeting market expectations	Good	The external partner's expertise will raise the profile of surplus properties in the eyes of the market.	Good
Health and Care We will lead the way in effective, integrated rural health and care	Enhanced capital receipts may lead to increased future budget for Health and Care services	Neutral		Neutral
Learning and skills We will strengthen learning and skills	Providing enhanced sale receipts may lead to increased investment in this area	Good		Neutral

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	It will remove the number of surplus and vacant properties within communities at the earliest opportunity, creating increased viability and vibrancy. Any increase in receipts has the ability to enable the current level of service provision to be maintained or possibly increased in the future.	Good	The external partner's expertise will raise the profile of surplus properties in the eyes of the market.	Good

Source of Outline Evidence to support judgements

The forecast value-added sales results that the use of the PREP partner will provide.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Should reduce the amount of time a surplus property sits empty and comes back into reuse with increased employment opportunities.	Good	Early sales will help to improve communities business districts by ensuring properties continue to have a viable use	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).	The re-use or redevelopment of existing properties or brownfield sites will reduce the impact on the natural environment by not developing as much green space	Good	Redundant buildings will be redeveloped sooner	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.	The proposal should create job opportunities for people either in construction with redevelopments or changes of use, and ultimate end-use jobs, all of which help physical and mental well-being	Good	No further impact	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The use of an external partner should enable end-uses to be targeted to best meet the needs of each Place as recorded in the StAMP.	Good	No further impact	Good

Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Re-use of redundant properties in an environmentally sustainable way	Good	No other 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, and 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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Source of Outline Evidence to support judgements

N/A- based on professional experience

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	We need to ensure that service provision is made in a different way, combining services within existing buildings where possible - rationalisation	Good	Strategic Reviews of service locations and delivery models to try to ensure that appropriate provision continues to be made	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Officers within the Strategic Property Team are already working across internal Service boundaries and with other public sector organisations in order to ensure sustainable solutions can be delivered.	Good	Continued progress on collaborative solutions will be sought going forward	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The use of an external partner does not impact upon Involvement – this will have been undertaken by the Service or Services which have determined closure of buildings	Neutral	The future reuse of a surplus property is already open to consultation and engagement via the formal planning process.	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.	The proposal only applies follows the closure of buildings. This will have been undertaken before a decision to use the external PREP partner is taken	Neutral	No impact	Neutral

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The re-use of buildings, whether achieved through the PREP or otherwise, will help people into work, either through building and conversion work (initially) or after completion through the new activity the building or asset supports	Good	nothing	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	None	Neutral	Nothing	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	Nothing	Neutral
Impact on Powys County Council Workforce	The use of the PREP will not impact on the workforce, however, the previous decision to close a building almost certainly will. This will have been dealt with at the time of building closure by the relevant Service	Neutral	Nothing	Neutral
Source of Outline Evidence to support judgements				
N/A- based on professional experience				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
The proposal only affects those properties which have ceased their current service function and which have no ongoing service value to the Council.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Failure to achieve enhancements in marketing surplus property	Medium	Sell at Market Value, but without enhancements	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Issue instructions to PREP on each target property	As required	Enhanced sale opportunities	
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The proposal should be supported as it will help to ensure that the most beneficial outcome – both in respect of capital receipts and end use of property – will be obtained	

13. 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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PREP business case

14. On-going monitoring arrangements?

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

PREP performance will be reviewed against PREP objectives

Please state when this Impact Assessment will be reviewed.

November 2018

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	David Micah		20 November 2017
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Phyl Davies		

16. Governance

Decision to be made by		Date required	
	Council		ASAP
	This decision is to be made as part of the approval of the FRM process		

FORM ENDS

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Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

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Service Area	Property	Head of Service	Ken Yorston	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Phyl Davies
Proposal	1819-28 Business Unit Portfolio Review Project						

Outline Summary / Description of Proposal

The Corporate Property Team is setting up a project to review the council's Business Unit portfolio. The project will be structured as per the Proposed Project Plan below.

Workshops Review - Proposed Project Plan - High Level



The Impact Assessment will be reviewed and re-submitted at each project stage. The current stage is 'research'. During this stage, the following information will be gathered and analysed to form the basis of the strategy and strategic plan:

- Existing portfolio information (locations, tenants, income, lease types, management issues, building condition surveys, EPCs etc.)
- Existing portfolio management information (management activity and time demands, team roles and responsibilities, income and expenditure etc.)
- Local Authority research (to understand what other local authorities do with their workshop portfolios)
- Powys regeneration and economic development aims and objectives (to understand if there are certain types or sizes of business we should aim to support, which localities we should focus on etc.)
- Business data for Powys (business sizes, types, growth trends etc.)

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- Education data for Powys (skills at school, college and university leaver ages in Powys to understand if there are specific types of business which we could support to help retain young talent by providing employment opportunities)

1. Profile of savings delivery (if applicable)

Not applicable at the research stage

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£-80,000	£0	£0	£0	£0	£-80,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required		Choose an item.
Explanation of consultation requirements: Consultation is required with current tenants of the business unit portfolio, to help inform the research stage.	January 2018	

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

Version	Author	Job Title	Date
1	Sarah Page	Strategic Property Project Manager	09.11.2017

Cyngor Sir Powys County Council

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Service Area:			
Regeneration			
Service Area informed:	Yes	Contact Officer liaised with:	Gareth Jones
Mitigation			
Working together on the research into demand for business units			

Service Area:			
Planning Policy (Local Development Plan)			
Service Area informed:	Yes	Contact Officer liaised with:	Peter Morris and Adrian Humpage
Mitigation			
Working together on the research into demand for business units			

Service Area:			
Finance			
Service Area informed:	To be informed	Contact Officer liaised with:	
Mitigation			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The project aims to improve the offer of small and medium-sized business space in Powys. The project aims to ensure that the business space is located in areas identified by the Local Development Plan and which are evidenced by our research as being the most in need of business space. In doing so, the project aims to contribute to the following aims of the council's vision for the economy: <ul style="list-style-type: none"> New business start-ups and relocations will increase Skilled employment opportunities will increase A greater supply and mix of suitable work space to support employment Local businesses benefit from good advice and support that help them thrive 	Very Good		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	No impact	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	No impact	Neutral		Choose an item.

Source of Outline Evidence to support judgements

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- Consultation analysis – we intend to consult with current tenants to better-understand their business needs
- Benchmarking / good practice – the research stage includes for benchmarking of other local authorities in the UK

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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>It is intended that this project will ensure there is business space of the right size and in the right location to enable the retention and growth of local businesses and therefore local jobs – helping to support a skilled, local workforce.</p> <p>The project should help to relieve the pressure on businesses to find suitable, affordable and local premises from which to start-up and to expand.</p>	Very Good		Choose an item.
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>The research stage of the project is seeking funding to complete Energy Performance Certificates (EPCs) of all buildings within the council's business unit portfolio. Ultimately, this may help to improve the Energy Performance of the portfolio, thereby contributing to a greener environment.</p> <p>It is intended that this project will seek to increase the business unit portfolio and in doing so, there will be an enhanced provision of local business units which may decrease the need for commuting in some areas.</p> <p>It is envisaged that the strategy will include proposals for new-build office units as a replacement for existing stock. This may mean that the portfolio has a more modern offer in terms of its energy efficiency and 'green' credentials.</p>	Good		Choose an item.

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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		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral	The research stage of this project could look at the most isolated communities and consider whether there is a viable opportunity to develop business units in those communities. There could be scope to consult with local communities about their needs for local business space, so that they can help to shape this opportunity.	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		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	No impact	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Neutral		Choose an item.
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		Choose an item.
<i>Disability</i>	No impact	Neutral		Choose an item.
<i>Gender reassignment</i>	No impact	Neutral		Choose an item.

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<i>Marriage or civil partnership</i>	No impact	Neutral		Choose an item.
<i>Race</i>	No impact	Neutral		Choose an item.
<i>Religion or belief</i>	No impact	Neutral		Choose an item.
<i>Sex</i>	No impact	Neutral		Choose an item.
<i>Sexual Orientation</i>	No impact	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	No impact	Neutral		Choose an item.

Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	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
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.	<ul style="list-style-type: none"> The research stage of the project will help to determine what the long term call on the service is likely to be Long-term, generational and decadal information may be available from the Local Development Plan 	Good	Ensure that the strategy includes for both short-term and longer-term aims – taking into account the generational and decadal requirements	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The project is working with other services, including Planning Policy and Regeneration to undertake the necessary research. Other collaborations may be sought during the project, such as working with Welsh Government, current tenants and developers to bring forward suitable locations for business unit accommodation. It is possible that Housing may be interested in collaborating on live-work business locations.	Good		Choose an item.

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	<ul style="list-style-type: none"> The views of stakeholders are being sought during the research stage. This is early enough so that they can genuinely influence decisions which will be made during the strategy-writing stage. It is considered that the tenant surveys may be repeatable across a number of years to help ensure that we have a clear picture of what our tenants need and of how those needs may change over time Have you sought the views of people under the age of 18 years, in line with the United Nations Convention on the Rights of the Child? (no) 	Good		Choose an item.
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The research stage of the project will help to identify any root issues with the portfolio condition and location, that we may need to address in the strategy.	Good		Choose an item.
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 project is aligning itself with the Regeneration team and the Planning Policy team. This is to ensure that the strategy is aligned with the objectives of all three teams and that decisions are integrated and collaborative.	Good		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The project aims to provide business units which are in the right location and which are affordable for business start-ups and expanding businesses. In so doing, it is hoped that there will be increased employment opportunities and access to jobs.	Good		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Neutral		Choose an item.

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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below						
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		Choose an item.						
Impact on Powys County Council Workforce	No impact	Neutral		Choose an item.						
Source of Outline Evidence to support judgements										
<div> <div>Page 62</div> <div> 1. Achievability of proposal? <table border="1"> <thead> <tr> <th>Impact on Service / Council</th> <th>Risk to delivery of the proposal</th> <th>Inherent Risk</th> </tr> </thead> <tbody> <tr> <td>Low</td> <td>Low</td> <td>Low</td> </tr> </tbody> </table> </div> </div>					Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk	Low	Low	Low
Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk								
Low	Low	Low								
Mitigation										

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9. What are the risks to service delivery or the council following implementation of this proposal?

Not applicable at the research stage of this project.

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that the cost of the work to carry out the EPCs will be higher than is currently anticipated, resulting in a requirement for additional funding	Low	A quotation request has been issued to HoWPS. If they are unable to deliver the service, 3 quotes will be requested from alternative suppliers.	Low
There is a risk that the cost of the work to carry out the condition surveys will be higher than is currently anticipated, resulting in a requirement for additional funding	Low	A quotation request has been issued to HoWPS. If they are unable to deliver the service, 3 quotes will be requested from alternative suppliers.	Low
There is a risk that the Energy Performance Certificates (EPCs) will return a higher level of required work than currently anticipated, resulting in additional funding being required to carry out the works	Low	The strategy may consider recommending the disposal of some assets if the EPCs indicate that works are required which are of significantly high cost.	Low
There is a risk that the Condition Surveys will return a higher level of required work than currently anticipated, resulting in additional funding being required to carry out the surveys	Low	The strategy may consider recommending the disposal of some assets if the condition surveys indicate that works are required which are of significantly high cost.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Research stage	Spring 2018	Compilation of research results which will enable the project to move to the strategy writing stage	Move to strategy writing or continue with further research
Energy Performance Certificates (EPC)	Spring 2018	All business units have an EPC. This will help to inform the strategy writing stage.	
Building Condition Surveys	Spring 2018	All business units have an up to date condition survey. This will help to inform the strategy writing stage.	
Portfolio Holder decision required	Yes	Date required	Spring 2018

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Cabinet decision required	No	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Units Review Project Manager	0.2	0.2	0.2	Tbc ->								
Regeneration	0.1	0.1	0.1	Tbc ->								
Planning Policy	0.1	0.1	0.1	Tbc ->								

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The Business Unit portfolio review is being undertaken in a number of stages. This Impact Assessment is for the current 'research' stage which requires funding to complete building condition and energy performance surveys. The risks at this stage relate to the potential for costly repairs / upgrades to be made to the portfolio to improve the condition and/or the energy performance of the portfolio.</p> <p>It is intended that the longer-term impact of the Business Unit portfolio review will be positive, with an enhanced contribution of available business space for businesses in Powys to establish and grow.</p>	

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

What additional evidence and data has informed the development of your proposal?
<p>Additional evidence will be collected during the research stage, this will include:</p> <ul style="list-style-type: none"> · Existing portfolio information (locations, tenants, income, lease types, management issues, building condition surveys, EPCs etc.) · Existing portfolio management information (management activity and time demands, team roles and responsibilities, income and expenditure etc.) · Local Authority research (to understand what other local authorities do with their workshop portfolios) · Powys regeneration and economic development aims and objectives (to understand if there are certain types or sizes of business we should aim to support, which localities we should focus on etc.) · Business data for Powys (business sizes, types, growth trends etc.)

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Long-term arrangements will be set out within the strategy and strategic plan writing stages.

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Please state when this Impact Assessment will be reviewed.

The Impact Assessment will be reviewed at each project stage

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sarah Page		
Head of Service:	Ken Yorston		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Phyl Davies		

16. Governance

Decision to be made by	Council	Date required	Asap
	As part of the FRM process		

FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Schools	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal		1819-32 Small school closures					
Outline Summary / Description of Proposal							
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.							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£150,000	£70,000	None in addition to previous years	None in addition to previous years	None in addition to previous years	None in addition to previous years

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	Based on School Organisation Process, 18-19 impact already undertaken	Yes

3. 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 December 2016
V3	Gareth Jones	Head of Schools	12 th December 2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

HR and Finance involved in Consultation Process

Service Area informed:

Yes

Contact Officer liaised with:

Nancy Owen, Rachel Hudson

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	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
Health and Care We will lead the way in effective, integrated rural health and care		Choose an item.		Choose an item.

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Learning and skills We will strengthen learning and skills	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
Residents and Communities We will support our residents and communities	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

Source of Outline Evidence to support judgements

Consultation reports, School service Asset Management Plan, Estyn Reports.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	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.	Good		Good

<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>	Neutral	<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>	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>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>	Poor	<p>Full support will be provided to pupils transferring to the named receiving school or any other school to aid their transition.</p>	Neutral
<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>	Poor	<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>	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 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.	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.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	The authority when considering any transformation proposals ensures that the individual pupils access to 1 st or 2 nd language welsh provision is maintained, with those pupils directly affected through the closure of a Welsh Stream being able to access 1 st language welsh provision in a larger welsh medium school or stream.	Neutral		Neutral
Opportunities to promote the Welsh language	As above	Neutral		Neutral
Welsh Language impact on staff	As above	Neutral		Neutral
People are encouraged to do sport, art and recreation.	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
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).				

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Age	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
Disability	As above	Neutral	As above	Neutral
Gender reassignment	As above	Neutral	As above	Neutral
Marriage or civil partnership	As above	Neutral	As above	Neutral
Race	As above	Neutral	As above	Neutral
Religion or belief	As above	Neutral	As above	Neutral
Sex	As above	Neutral	As above	Neutral
Sexual Orientation	As above	Neutral	As above	Neutral
Pregnancy and Maternity	As above	Neutral	As above	Neutral

Source of Outline Evidence to support judgements

Consultation reports, Community Impact Assessments, Welsh in Education Strategic Plan, Schools Service Asset Management Plan, Estyn Reports

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 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. The 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 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.	Good		Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	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.	Neutral		Neutral

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	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.	Neutral	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.	Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The reasons for the proposals to close a school / stream / unit are many and complex and can include: <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 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.	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>	With the majority of the transformation proposals, most of the issues raised during the consultation exercises are not supportive of the proposal. The service has undertaken some post implementation reviews of the impact and there is generally positive integration into the receiving schools community	Poor	The authority should undertake a timely post implementation review, through communication with the affected families.	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		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.	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
Impact on Powys County Council 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
Source of Outline Evidence to support judgements				
Equality impact assessments, consultation reports, School Service Asset Management Plan, pupil projections.				

8. Achievability of proposal?

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

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The main risk to transformation proposals is that of legal challenge to the authority on the proposals made	High	Work closely with affected school Governing Bodies to seek agreement on proposal made	Low
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		Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Commence discussions with Schools	31/1/18	Agree proposals	
Develop and undertake consultation	31/3/18	Undertake consultation	SSMT and Cabinet
Report Outcome of consultation to cabinet	31/5/18	Cabinet approval to proceed	31/5/18
Publish statutory notices & report to Cabinet	31/8/18	Cabinet approves closure	31/8/18
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Yes	Date required	31/8/18
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Already in Place												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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

13. 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

14. 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.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Jones		12 th December 2017
Head of Service:	Gareth Jones		12 th December 2017
Strategic Director:	Ian Budd		12 th December 2017
Portfolio Holder:	CLlr Myfanwy Alexander		12 th December 2017

16. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Schools	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
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Proposal 1819-33 Restructuring of school service

Outline Summary / Description of Proposal

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.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£50,000	No additional to 18-19	No additional to 18-19	No additional to 18-19	No additional to 18-19	No additional to 18-19

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	None saving will be achieved through staff slippage	No

3. 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
V4	Gareth Jones	Head of Schools	12 th December 2017

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Impact Assessment (IA)

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)	
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY	
None	
Service Area informed:	Contact Officer liaised with:
Mitigation	

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	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
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	No impact	Neutral
Learning and skills We will strengthen learning and skills	No impact	Neutral	No impact	Neutral
Residents and Communities We will support our residents and communities	No impact	Neutral	No impact	Neutral

Source of Outline Evidence to support judgements

Schools Service Management Team meeting minutes.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
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
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
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above.	Neutral	As above.	Neutral

Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
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, and treating the Welsh language no less favourable than the English language</i>	As above.	Neutral	As above.	Neutral
<i>Opportunities to promote the Welsh language</i>	As above.	Neutral	As above.	Neutral
<i>Welsh Language impact on staff</i>	As above.	Neutral	As above.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	As above.	Neutral	As above.	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>	As above.	Neutral	As above.	Neutral
<i>Disability</i>	As above.	Neutral	As above.	Neutral
<i>Gender reassignment</i>	As above.	Neutral	As above.	Neutral
<i>Marriage or civil partnership</i>	As above.	Neutral	As above.	Neutral
<i>Race</i>	As above.	Neutral	As above.	Neutral
<i>Religion or belief</i>	As above.	Neutral	As above.	Neutral
<i>Sex</i>	As above.	Neutral	As above.	Neutral
<i>Sexual Orientation</i>	As above.	Neutral	As above.	Neutral
<i>Pregnancy and Maternity</i>	As above.	Neutral	As above.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Schools Service Management team meeting minutes.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	As above.	Neutral	As above.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As above.	Neutral	As above.	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	As above.	Neutral	As above.	Neutral
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
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	As above.	Neutral	As above.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	<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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council 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
Source of Outline Evidence to support judgements				
Schools Service Management Team meeting minutes.				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of Knowledge, Experience and Capacity	Medium	Ensure service has suitable knowledge cover and provide training where appropriate	Low
Failure to meet statutory duties	Low	Service will ensure all statutory duties are covered	Low
Reduction of support to schools	Medium	Need to support provision of school to school support	Low
Impact on learner outcomes	Low	Savings will be achieved from areas not impacting on learner outcomes	Low
Failure to maximise grant and other finding opportunities	Medium	Ensure key officer has responsibility for monitoring grant opportunities	Low
Financial risk of require consultants to cover knowledge gap in interim period.	Low	Ensure service has suitable knowledge cover and provide training where appropriate	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Review requirement for replacement at all staff changes	1.1.18 and ongoing	The requirement to fill vacancies is fully considered	SSMT
Monitor Saving achieved	1.4.18 and ongoing	Achieved saving	SSMT
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None												

12. Overall Summary and Judgement of this Impact Assessment?

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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>	

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

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

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Service Management Team – the service reviews its efficiencies and budgets on a monthly basis.
Please state when this Impact Assessment will be reviewed.
quarterly

15. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		12 th December 2017
Head of Service:	Gareth Jones		12 th December 2017
Strategic Director:	Ian Budd		12 th December 2017
Portfolio Holder:	CLlr Myfanwy Alexander		12 th December 2017

16. Governance

Decision to be made by	Date required
Portfolio Holder	1.1.18 and ongoing

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Schools	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal		1819-34 - Implementation of a Cashless system into school meals processes					
Outline Summary / Description of Proposal							
The authority will complete the implementation of a cashless payment system in respect of School meals and other cash payments received in schools							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£40,000(est)	£110,000 (est)	None in addition to previous years	None in addition to previous years	None in addition to previous years	None in addition to previous years

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	n/a already implemented	Yes

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

Version	Author	Job Title	Date
V1	Gareth Jones	Head of Service	12 th December 2017

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Catering, business support.

Service Area informed:

Yes

Contact Officer liaised with:

Cheryl Leighton, Jason Rawbone, Sarah Quibell

Mitigation

Already in Place, through project board etc.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The implementation of the cashless system in some schools has had a negative effect on some small shop keepers as a child cannot spend the money loaded onto the system other than at school.	Poor	No actions are available to the service	Poor
Health and Care We will lead the way in effective, integrated rural health and care	No impact	Neutral	No impact	Neutral
Learning and skills We will strengthen learning and skills	The implementation of the scheme has allowed schools to focus on teaching and learning aspects of service delivery	Very Good	Develop detailed proposals for scheme prior to consultation with schools	Very Good
Residents and Communities We will support our residents and communities	The implementation of the cashless system will allow parents to manage the payments for meals etc. easier.	Good	An agreed rollout programme including consultation with parents has been agreed by the programme board	Good

Source of Outline Evidence to support judgements

Implementation, minutes of project and programme board.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	Choose an item.		Choose an item.
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	Choose an item.		Choose an item.
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 implementation of the system will allow parents to have a understanding and control over the food their child(ren) is eating at school, supporting a healthier wales	Good	Develop detailed proposals for scheme prior to consultation with schools and parents	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Choose an item.		Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	Choose an item.		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	The roll out of the system to Welsh Medium Schools was delayed until a WM Version was available	Good	Monitor the use of the system through the welsh language	Good
<i>Opportunities to promote the Welsh language</i>	The roll out of the system to Welsh Medium Schools was delayed until a WM Version was available	Good	Monitor the use of the system through the welsh language	Good
<i>Welsh Language impact on staff</i>	The roll out of the system to Welsh Medium Schools was delayed until a WM Version was available	Good	Monitor the use of the system through the welsh language	Good
<i>People are encouraged to do sport, art and recreation.</i>	The roll out of the system to Welsh Medium Schools was delayed until a WM Version was available	Good	Monitor the use of the system through the welsh language	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	Choose an item.		Choose an item.
<i>Disability</i>	The system allows all parents and carers to have full access, therefore providing equal opportunities to all protected groups	Good	Develop detailed proposals for scheme prior to consultation with schools.	Good
<i>Gender reassignment</i>	As above	Good	As above	Good
<i>Marriage or civil partnership</i>	As above	Good	As above	Good
<i>Race</i>	As above	Good	As above	Good
<i>Religion or belief</i>	As above	Good	As above	Good
<i>Sex</i>	As above	Good	As above	Good
<i>Sexual Orientation</i>	As above	Good	As above	Good
<i>Pregnancy and Maternity</i>	As above	Good	As above	Good

Source of Outline Evidence to support judgements

Project board minutes etc.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 cashless system will provide a long time benefit to schools and will allow more flexibility for parents etc.	Good	Develop detailed proposals for scheme prior to consultation with schools	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The parent pay system is a national system used by many authorities and the authority is represented on the relevant user groups.	Good	As above	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Full communication is undertaken with schools prior to implementation in each individual school.	Good	As above	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	The cashless system will eliminate the level of cash handling in schools and will prevent issue of staff not being covered under a scheme mid illness.	Good	As above	Good
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	Unknown	No impact	Unknown
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The implementation of the cashless system is thought to eliminate / lower the resistance of families to apply and their children to take up their entitlement to FSM	Good	The service will work with other agencies such as YFC's, Farming Unions etc. to encourage the application for and uptake of FSM entitlement	Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		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.	The use of the system and the reduction in the level of cash held by pupils, will have a positive impact on the level of bullying and theft of dinner money.	Very Good	Continued work with schools on this area	Very Good
Impact on Powys County Council Workforce	The implementation of the system has led to the redundancy of cashiers in individual Primary Schools and has also has had a net reduction in the level of work for school staff in cash handling	Good	Continue to encourage schools to utilise the system for all cash handling activities	Good
Source of Outline Evidence to support judgements				
Project board minutes etc.				

8. Achievability of proposal?

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

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Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Schools not wishing to join the scheme fully	Medium	Provide benefit analysis for the use of the cashless system	Medium
Scheme not financially viable and the projected savings not being achieved	Medium	Closely monitor use and uptake of system and regular budgetary controls	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Already Implemented			
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None additional to that in place												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The implementation of the cashless system has a positive impact on schools	

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

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Project Board minutes and school meals uptake for both paid and free meals

14. On-going monitoring arrangements?

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

Project review meetings and financial records

Please state when this Impact Assessment will be reviewed.

31st August 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Jones		13 th December 2017
Head of Service:	Gareth Jones		13 th December 2017
Strategic Director:	Ian Budd		13 th December 2017
Portfolio Holder:	Cllr Myfanwy Alexander		13 th December 2017

16. Governance

Decision to be made by	Portfolio Holder	Date required	Already made
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Schools	Head of Service	Gareth Jones	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal		1819-35 - Establish an internal supply insurance pool on a stop loss insurance basis					
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. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£40,000	No Additional to 18-19	No Additional to 18-19	No additional to 18-19	No additional to 18-19	No additional to 18-19

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	None, it would be part of a SLA offered to Schools	No

3. 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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Impact Assessment (IA)

The integrated approach to support effective decision making



4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Yes, it would require the production of sickness absence records from Establishment Services, which would be run on a monthly basis following the creation of a one off management report

Service Area informed:

Establishment Services

Contact Officer liaised with:

Graham Evans

Mitigation

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	No impact	Neutral	No impact	Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Neutral		Neutral
Learning and skills We will strengthen learning and skills	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., The establishment of the central pooling arrangement will reduce the need for further efficiencies from schools budgets.	Good	Develop detailed proposals for scheme prior to consultation with schools	Good

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Residents and Communities We will support our residents and communities	No impact	Neutral	No impact	Neutral

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The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Pembrokeshire Supply Pooling arrangements

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	No impact	Neutral	No impact	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Neutral	No impact	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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, and treating the Welsh language no less favourable than the English language</i>	Although not directly linked to the employment of Supply teachers, the limited number of Supply teachers who can provide Welsh Medium teaching may have a marginal impact on this area.	Poor	To positively appoint supply teachers who can deliver through both the English and Welsh languages.	Neutral
<i>Opportunities to promote the Welsh language</i>	No impact	Neutral	No impact	Neutral
<i>Welsh Language impact on staff</i>	No impact	Neutral	No impact	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	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).				
<i>Age</i>	No impact	Neutral	No impact	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
<i>Gender reassignment</i>	No impact	Neutral	No impact	Neutral
<i>Marriage or civil partnership</i>	No impact	Neutral	No impact	Neutral
<i>Race</i>	No impact	Neutral	No impact	Neutral
<i>Religion or belief</i>	No impact	Neutral	No impact	Neutral
<i>Sex</i>	No impact	Neutral	No impact	Neutral
<i>Sexual Orientation</i>	No impact	Neutral	No impact	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

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Source of Outline Evidence to support judgements

Pembrokeshire Supply Pooling arrangements, supply teacher records.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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
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
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
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
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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Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Choose an item.		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
Impact on Powys County Council Workforce	No impact	Neutral		Neutral
Source of Outline Evidence to support judgements				
Pembrokeshire Supply Pooling arrangements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Further develop proposals with Pembrokeshire		

Cyngor Sir Powys County Council

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Schools not wishing to join the scheme	Medium	Ensure that the calculated premiums are similar or lower than current premium's paid and to sell the benefits of the offered scheme	Low
Scheme not financially viable	Low	Ensure that in the initial year the premiums are set at a level which will ensure cost coverage	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Develop Scheme with Pembrokeshire	31/1/18	Scheme ready to be offered to School	Feb 2018
Provide schools with scheme documentation	28/2/18	Schools decide if they wish to join scheme	March 18
Monitor call on scheme	1/4/18 and ongoing	Financial viable Scheme	1/4/18 and ongoing
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Yes	Date required	28.2.18
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Admin support (Pembrokeshire)	1	1	1	1	1	1	1	1	1	1	1	1

12. 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	

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

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

14. On-going monitoring arrangements?

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

Supply sickness monitoring reports
Project review meetings

Please state when this Impact Assessment will be reviewed.

31st October 2018

15. Sign Off

Position	Name	Signature	Date
Service Manager:	Gareth Jones		12 th December 2017
Head of Service:	Gareth Jones		12 th December 2017
Strategic Director:	Ian Budd		12 th December 2017
Portfolio Holder:	Cllr Myfanwy Alexander		12 th December 2017

16. Governance

Decision to be made by	Portfolio Holder	Date required	28.2.18
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Resources	Head of Service	N/a	Strategic Director	Mark Evans	Portfolio Holder	Cllr James Evans Cllr Aled Davies
Proposal		1819-37- Resources saving 2018/19					
Outline Summary / Description of Proposal							
Resources has since 2014/15 saved £9.7M through staff and contract reductions and business process improvement. These reductions whilst achievable have meant Resources are now at a point where further significant reductions will result in detriment to its ability to provide its existing services and support and potentially place 'core' functions at risk For 2018/19 Resources are targeted with £1,279k. To date £280k savings have been identified £200k in Business Services and £80k from ICT (shown on a separate IA). Leaving £999k savings to be identified. The £999k saving can only come from staff and equates to between 31 and 41 FTE from within the Directorate (depending on grade). The impact on support services of removing between 31 and 41 FTE is shown below.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Business Services £612,200 ICT and Programmes £322,530 Financial Services £299,670 Legal Services £ 44,500 Total £1,278,900	£nil	£nil	£nil	£nil	£239k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
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Staff consultation required	???	No
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3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Andrew Durant	Head of ICT and Programmes	30/10/2017
V2	Mark Evans	Acting Director of Resources	09/11/2017

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

- If the Resources directorate make £999k savings through the loss of between 31 and 41 FTE's the impact on the various areas would be as follow:
- **Employment Services**
- Payroll deadlines including HMRC compliance and other legislative timeframes could be potentially compromised.
- The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information.
- Contract production and employment safeguarding timelines would be potentially impacted.
- System and process development would be impacted therefore delaying the release of improvement benefits.
- Commercial activity (Payroll) could be hampered by the 'knock on impact' of cuts in the function.
-
- **Customer Services**
- Potential failure to meet the demand from residents and other sources in the contact centre via phone, e-mail etc.
- Legislative requirements such as the Disabled Parking Badge process would be potentially compromised.
- Consideration of closing Receptions
- Compromised role in supporting Corporate complaint process
- Hand back to Communications of Social Media (Facebook and twitter accounts)
- Unable to provide web chat facility for customers using web-site.
- Progress on the Customer Transformation Project which at this early stage has already been successful realising a number of benefits would be potentially compromised.
-
- **Business Support**
- Front line services would see a reduction in support and this would potentially impact on their service delivery.
- The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information.
- Invoice processing performance standards would be potentially compromised.
- Progress on Transformational Projects which are critical to 'release benefits' would be compromised as resource supporting this would potentially be required to support operational delivery.
- Commercial activity (DBS) could be hampered by the 'knock on impact' of cuts in the function.
-
- **Income & Awards**
- Council Tax and Business Rates administration demand would not be adequately met and collection rates in particular could drop therefore less revenue for the Council, we are currently in the top quartile for collection in Wales.
- Housing Benefit processing demand would not be adequately met therefore processing times would increase leading to complaints etc. and the risk of not complying with payment deadlines.
- Any reduction in the Debt recovery teams would potentially reduce the value of monies being recovered back to the Authority.
- Financial Assessment work performance in respect of Social Care would be compromised as the demand in this area is already significant.
- The Money Advice Team that has been 'moulded' to comply with revised central government initiatives and the team are already struggling with demand.
- Progress on the re-design of Income & Awards which has been very successful to date realising a number of benefits would be potentially compromised.

- **ICT and Programmes**

- ICT are looking to modernise its infrastructure by replacing old technology with new ones and joining systems by design to remove manual interfacing and duplication. Reducing resources will mean the pace of this change will slow or even halt.
- ICT would no longer be able to sustain a change team for new systems. System modernisation would halt and over time the current systems would become vulnerable to both security threats and systems support.
- I will not have the resources to replace kit at its end of life meaning increasing risk of failure of obsolete kit.
- Obsolete systems and kit increases the Council's security risk.
- The Business will experience more and prolonged outages of key services and systems
- Service areas are requesting improved response times to incidents and OOH capability. With continuing cuts response times will increase meaning staff will be un-productive for longer.
- We would not be able to maintain the current infrastructure. We would take a break fix approach meaning the systems would fall over before we attempt to fix them increasing user disruption.
- There is a high risk we would lose our security accreditation meaning loss of access to Central government systems and possibly the PSBA
-

- **Financial Services**

- Improvement plan delivery jeopardised
- Lack of Resilience, single points of failure for key roles will remain
- Continue to correct rather than drive out inefficiency
- Remain Reactive rather than proactive
- New Finance System implementation – potential delays, issues with implementation
- Limited capacity released to develop skills, add value, strengthen Business Partnering and enable creativity
- Insufficient capacity to support all current project delivery across services, additional resource bids through Management of Change.
- Negative Impact on staff morale – The Teams have embraced the restructure and support the improvement plan, they are optimistic about the changes and the improvements they can deliver, their development, goodwill and enthusiasm will be severely dented if the plans cannot be achieved. Risk losing staff, absenteeism.
- Early Closing requirements for Statement of Accounts at risk – unable to meet revised statutory deadlines.
- Continued achievement of monthly reporting to Cabinet at risk – move back to quarterly reporting
- Unable to deliver training regime to improve financial management skills
- Keeping the authority 'safe' will become more difficult with further reductions
-

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Mitigation

The £999k savings for Resources for 2018/19 will need to be re-profiled / deferred

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Learning and skills We will strengthen learning and skills	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Residents and Communities We will support our residents and communities	unknown	Neutral		Choose an item.

Cyngor Sir Powys County Council

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Source of Outline Evidence to support judgements

RMT and service analysis of budget cuts

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	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).	Reduced resilience and business continuity. Resources (notably ICT) will need to adopt a 'break / Fix' approach increasing outage length and increasing security risks as infrastructure and systems become obsolete.	Very Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	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.	N/A	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/a	Neutral		Choose an item.

Cyngor Sir Powys County Council

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	N/a	Neutral		Choose an item.
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, and treating the Welsh language no less favourable than the English language</i>	No impact	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	No impact	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact	Choose an item.		Choose an item.
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>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Source of Outline Evidence to support judgements

ICT SMT, RMT and BSMT analysis of budget cuts

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.		Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	Reduced resilience and business continuity. Resources (notably ICT) will need to adopt a 'break / Fix' approach increasing outage length and increasing security risks as infrastructure and systems become obsolete.	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Resources will not have the capacity to support change initiatives above business as usual services	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Neutral		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.		Neutral		Choose an item.
Impact on Powys County Council Workforce	Reduced resilience and business continuity. Resources (notably ICT) will need to adopt a 'break / Fix' approach increasing outage length and increasing security risks as infrastructure and systems become obsolete. Teams will need to undertake their own tasks with little or no direct support and limited advice	Poor	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Neutral
Source of Outline Evidence to support judgements				
RMT and service analysis of budget cuts				

8. Achievability of proposal?

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

Realignment of corporate budgets to meet £999k savings target for 2018/19.

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of staff to support existing infrastructure, systems and processes	Low	Realignment of corporate budgets to meet £999k savings target for 2018/19.	Low
Prolonged system outages when kit fails	Low	Look to hold surplus stock of kit to enable swap out on failure	Low
Unable to access systems (network switch failures)	Low	Look to hold surplus stock of kit to enable swap out on failure	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Review and reduce core staffing	01/4/2018	Reduced support staff	none
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	No	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

	2018-19				2019-20				2020-21			
Support Requirements	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR support	3	3										

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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- If the Resources directorate make £999k savings through the loss of between 31 and 41 FTE's the impact on the various areas would be as follow:
- **Employment Services**
- Payroll deadlines including HMRC compliance and other legislative timeframes could be potentially compromised.
- The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information.
- Contract production and employment safeguarding timelines would be potentially impacted.
- System and process development would be impacted therefore delaying the release of improvement benefits.
- Commercial activity (Payroll) could be hampered by the 'knock on impact' of cuts in the function.
-
- **Customer Services**
- Potential failure to meet the demand from residents and other sources in the contact centre via phone, e-mail etc.
- Legislative requirements such as the Disabled Parking Badge process would be potentially compromised.
- Consideration of closing Receptions
- Compromised role in supporting Corporate complaint process
- Hand back to Communications of Social Media (Facebook and twitter accounts)
- Unable to provide web chat facility for customers using web-site.
- Progress on the Customer Transformation Project which at this early stage has already been successful realising a number of benefits would be potentially compromised.
-
- **Business Support**
- Front line services would see a reduction in support and this would potentially impact on their service delivery.
- The demand in updating and maintaining transactional processes would be potentially impacted therefore compromising reporting and information deadlines and accurate information.
- Invoice processing performance standards would be potentially compromised.
- Progress on Transformational Projects which are critical to 'release benefits' would be compromised as resource supporting this would potentially be required to support operational delivery.
- Commercial activity (DBS) could be hampered by the 'knock on impact' of cuts in the function.
-
- **Income & Awards**
- Council Tax and Business Rates administration demand would not be adequately met and collection rates in particular could drop therefore less revenue for the Council, we are currently in the top quartile for collection in Wales.
- Housing Benefit processing demand would not be adequately met therefore processing times would increase leading to complaints etc. and the risk of not complying with payment deadlines.
- Any reduction in the Debt recovery teams would potentially reduce the value of monies being recovered back to the Authority.
- Financial Assessment work performance in respect of Social Care would be compromised as the demand in this area is already significant.
- The Money Advice Team that has been 'moulded' to comply with revised central government initiatives and the team are already struggling with demand.
- Progress on the re-design of Income & Awards which has been very successful to date realising a number of benefits would be potentially compromised.

- **ICT and Programmes**

- ICT are looking to modernise its infrastructure by replacing old technology with new ones and joining systems by design to remove manual interfacing and duplication. Reducing resources will mean the pace of this change will slow or even halt.
- ICT would no longer be able to sustain a change team for new systems. System modernisation would halt and over time the current systems would become vulnerable to both security threats and systems support.
- I will not have the resources to replace kit at its end of life meaning increasing risk of failure of obsolete kit.
- Obsolete systems and kit increases the Council's security risk.
- The Business will experience more and prolonged outages of key services and systems
- Service areas are requesting improved response times to incidents and OOH capability. With continuing cuts response times will increase meaning staff will be un-productive for longer.
- We would not be able to maintain the current infrastructure. We would take a break fix approach meaning the systems would fall over before we attempt to fix them increasing user disruption.
- There is a high risk we would lose our security accreditation meaning loss of access to Central government systems and possibly the PSBA
-

- **Financial Services**

- Improvement plan delivery jeopardised
- Lack of Resilience, single points of failure for key roles will remain
- Continue to correct rather than drive out inefficiency
- Remain Reactive rather than proactive
- New Finance System implementation – potential delays, issues with implementation
- Limited capacity released to develop skills, add value, strengthen Business Partnering and enable creativity
- Insufficient capacity to support all current project delivery across services, additional resource bids through Management of Change.
- Negative Impact on staff morale – The Teams have embraced the restructure and support the improvement plan, they are optimistic about the changes and the improvements they can deliver, their development, goodwill and enthusiasm will be severely dented if the plans cannot be achieved. Risk losing staff, absenteeism.
- Early Closing requirements for Statement of Accounts at risk – unable to meet revised statutory deadlines.
- Continued achievement of monthly reporting to Cabinet at risk – move back to quarterly reporting
- Unable to deliver training regime to improve financial management skills
- Keeping the authority 'safe' will become more difficult with further reductions
- **There is a high risk we would lose our security accreditation meaning loss of access to Central government systems and possibly the PSBA**

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

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

RMT performance data
RMT Sip performance
RMT Budgetary analysis

14. On-going monitoring arrangements?

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

Budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2018

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Andrew Durant		
Head of Service:	Andrew Durant, Jane Thomas, Clive Pinney		
Director:	Mark Evans		
Portfolio Holder:	CLlr James Evans/CLlr Aled Davies		

16. Governance

Decision to be made by	Date required
Portfolio Holder	01/4/2018

FORM ENDS

CYNGOR SIR POWYS COUNTY COUNCIL.

COUNCIL
22nd February 2018

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of Council

SUBJECT: WAO Annual Audit Letter 2016-17

REPORT FOR: Information and Decision

1. Summary

1.1 The purpose of this report is to present the Wales Audit Office Annual Audit Letter 2016-17 (Appendix A) to the council for information and decision. The letter, which was issued on 25th January 2018 summarises the key messages arising from the WAO's statutory responsibilities under the Public Audit (Wales) Act 2004 and reporting responsibilities under the Code of Audit Practice. It covers the last financial year prior to the elections in May 2017.

1.2 The letter sets out a Statutory Recommendation which requires consideration and a decision by the council, no later than one month following the letter issue date. The report meets this requirement.

1.3 The report's appendices indicate the action being taken to address the points raised in the letter.

2. Proposal

2.1 Having considered the improvement required to the Council's governance arrangements and the financial challenges which are outlined in the Audit letter, the WAO Auditor General has decided to make a Statutory Recommendation to the Council.

2.2 In accordance with sections 25 and 26 of the Public Audit (Wales) Act 2004, the Council is required to consider the WAO Statutory Recommendation outlined below:

In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget. The Council must also act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward, and design and implement actions to address the weaknesses identified and reported by me in respect of its corporate and financial arrangements.

2.3 The Council has strengthened the development of savings proposals included in the budget plan. The revised Impact Assessment includes a section on deliverability which assesses the risk of achieving the proposal. It

includes the timetable of action or further approval process that is required to complete and deliver the proposal.

2.4 A Cabinet sub-committee reviews the completed assessments for quality and where necessary requested improvements or omissions to be rectified for some proposals. This has strengthened the process and quality of assessments being completed.

2.5 The assessment of risk for each proposal is summarised at an overall level, categorising delivery by Low, Medium, High or Very High Risk. It is inevitable that a certain, manageable amount of risk is inherent within the budget. The assessment highlights the level of that risk and forms an essential part of the overarching assessment of the budget proposal.

2.6 In addition the Council operates a sound system of budget monitoring during the financial year providing monthly reviews on the achievement of savings. A sensitivity analysis is provided assessing the remaining risk of delivery and the potential impact this will have on the Outturn position. This enables corrective action or additional challenge to be taken in-year.

2.7 Specifically, and in accordance with section 26(5) of the Act, the Council should decide:

1. Whether the report requires the Council to take any action;
2. Whether the Recommendation made is to be accepted; and
3. What action, if any, is to be taken in response to the Recommendation

2.8 In accordance with the statutory recommendation above, the council has (prior to receipt of the letter) already recognised the need to produce a revised Medium Term Financial Strategy by the end of May 2018 and this is included as a recommendation to Council as part of the Cabinet's Budget Proposal. In addition, improvements in our Strategic and Financial planning are also being delivered and monitored through the new Corporate Leadership and Governance Plan, which clearly defines the need for an improved and more robust approach.

2.9 In order to support the council's decision, Appendix B draws out the key points/ recommendations from the WAO Annual Audit Letter and explains the actions the council already has planned to address the issues. Appendix B also makes reference to the proposals for improvement that the WAO published in their Annual Improvement Report 2016-17 (Issued in June 2017). Appendix B shows the action that has already been taken to address the proposals and action that is planned as part of the council's existing plans. Appendix B indicates that many of the issues identified in the WAO Annual Audit letter are addressed through dedicated action plans.

3. Corporate Improvement Plan

3.1 As part of delivering its Corporate Improvement Plan, the council needs to ensure that the improvements identified in the Annual Audit Letter are clearly aligned to its improvement objectives. The WAO Statutory Recommendation will impact particularly on the council's Vision 2025 enabling priority: Making it Happen.

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

4.1 Impact Assessments are completed for each individual saving plan which accompany and support the MTFS.

4.2 Impact Assessments will also be completed for individual change proposals which are delivered through the strategic planning process.

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

7.1 This will be covered under the individual Impact Assessment.

6. Local Member(s)

6.1 This report impacts all Members equally and does not affect local Members individually.

7. Other Front Line Services

7.1 The recommendations of the report do not specifically affect individual front line services.

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

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

8.2 Finance: The Finance function is an integral part of the development and modelling of annual budgets, savings plans and financial planning.

9. Local Service Board/Partnerships/Stakeholders etc

9.1 The statutory recommendation outlined in the WAO Annual Audit Letter requires a decision from the Council only, and does not require the views of partners or stakeholders.

10. Corporate Communications

10.1 The report is of public interest and requires use of proactive news release and appropriate social media to publicise the report and the cabinet's response.

11. Statutory Officers

11.1 The Head of Financial Services (Acting Section 151 Officer) comments: The budget being considered by Council on the 22nd February 2018 sets a balanced budget for the financial year 2018/19 as required under the Local Government Act 2003. There is no requirement to set out a balanced

position beyond the next year, but effective strategic planning is crucial to help develop well-considered, affordable and sustainable responses to financial pressures.

The Medium Term Financial Strategy provides the framework for future budget modelling and the effective alignment of resources across both Capital and revenue budgets. The five year strategy has been developed to enable this longer term planning and transformation.

The Council recognises that it needs to strengthen its medium and longer term financial strategy in light of the significant challenge it faces in delivering a balanced budget from 2019/20. This work is already underway and will strengthen the links between the strategies, policies and plans for services, with the medium and long-term financial plan. The revised Strategy will be completed by the end May 2018.

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

12. 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.

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Recommendation:	Reason for Recommendation:
1. That Council consider the WAO findings set out in the Annual Audit Letter 2016-17 and accept the Statutory Recommendation. 2. That Council supports implementation of action plan in Appendix B as the Council's response to the WAO recommendations.	To ensure the Council addresses the recommendations identified by the WAO and has robust plans in place to improve its corporate governance and financial arrangements.

Relevant Policy (ies):	MTFS, Corporate Improvement Plan, Regulatory Tracker.		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All Members
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Person(s) To Implement Decision:	Chief Executive
Date By When Decision To Be Implemented:	25th February 2018

Contact Officer Name:	Tel:	Fax:	Email:
Emma Palmer	01874 612217		emma.palmer@powys.gov.uk



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Please contact us in Welsh or English.

Cysylltwch â ni'n Gymraeg neu'n Saesneg.

Councillor Rosemarie Harris – Leader / David Powell - Acting Chief Executive
Powys County Council
County Hall
Llandrindod Wells
Powys
LD1 5LG

Reference: AJB356

Date issued: 25 January 2017

Dear David and Councillor Harris

Annual Audit Letter Powys County Council 2016-17

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting but did not have sufficient appropriate arrangements in place to secure economy, efficient and effectiveness in its use of resources

It is Powys County Council's (the Council) responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- be satisfied that the Council has appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. On 28 September 2017, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's and Powys Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts.

The key matters arising from the accounts audit were reported to members of the Audit Committee in my Audit of Financial Statements report on the 22 September 2017, and a more detailed report will follow in due course.

I issued a certificate confirming that the audit of the accounts has been completed on 22 November 2017

My report dated 28 September 2017, highlighted that at that point in time I could not formally conclude my audit until I had completed my consideration of matters brought to my attention by a local authority elector. This matter has now been resolved and I issued my certificate confirming the completion of the audit on 22 November 2017.

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2017-18 accounts or key financial systems

My ongoing work on the certification of grant claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. A more detailed report on my grant certification work will follow in the spring 2018 once this year's programme of certification work is complete.

The financial audit fee for 2016-17 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

The Council did not have sufficient appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources, and the current and future financial position represents a significant challenge

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. In my [Annual Improvement Report](#), I highlighted a number of areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made.

I have concluded that whilst the Council has clearly articulated a strategic ambition to achieve transformational change, its ability to drive the pace of change required is compromised by a lack of capacity and expertise. Strategic workforce planning has been slow in development, and staff resources have been depleted as a result of the Council's response to austerity. New business planning and programme management is placing demands for specialist skills and competencies which are in scarce supply, and the Council has difficulty in recruiting to fill some key positions. A significant proportion of key management positions are now held under interim arrangements.

I have further concluded that given the ambition and pace of its service change programme, there is significant scope for the Council to strengthen its governance arrangements. The findings of our

corporate assessment, undertaken in November 2016, were that the Council's scrutiny and decision-making arrangements were neither strategic nor robust. Key decisions around fundamental service change have been predominantly driven by the need to deliver financial savings, with Council policy and service outcomes being less influential. There has been an insufficient clear line of sight, for example through the Cabinet Forward Work Programme, to facilitate appropriate and timely scrutiny. At the time of our assessment relationships between the then Cabinet and Scrutiny function were strained, and scrutiny recommendations were not always valued or appropriately responded to by the then Cabinet. The conduct of Cabinet meetings we observed in November 2016 led to a lack of clarity and consequently transparency with regard to decision-making. It was not clear to us at that time that key officers were providing members with appropriate advice and direction in the circumstances. For some key service changes that we reviewed, the quality of option appraisals was mixed as were the arrangements for engaging with citizens and stakeholders in relation to those proposed changes. Overall, I concluded that there were weaknesses in the sufficiency and timeliness of information made available to members in relation to both scrutiny and decision-making functions of the Council.

In relation to its use of resources, I:

- recommended that the Council strengthen its financial planning arrangements by ensuring that all savings plans are sufficiently well developed for inclusion in the annual budget; forecasting the use of reserves over the medium term financial plan period; and ensuring that the service savings targets set for third party spend, income and cost improvement opportunities can be achieved in planned timescales; and
- reported the need for the Council to increase the pace and scale of change in implementing its 'Schools Organisation Policy, Planning Education Provision', in order to achieve an affordable and sustainable education service.

In October 2017, the Care and Social Services Inspectorate Wales (CSSIW) issued a critical report in respect of the provision of Children's Services within the Council. An independently chaired Children's Services Board is in place and the Council has submitted an improvement plan in response to the recommendations contained within the report. This improvement plan is in the process of being costed. Some of the resource needed has been identified but if the requirements impacting on the current financial year exceed the amount set aside then this could have a further significant impact on the forecast operating deficit for the financial year ended 31 March 2018. In addition, the Council has drafted a Corporate Leadership and Governance Plan.

The Council has contacted the Cabinet Secretary for Local Government and Public Services (the Cabinet Secretary) seeking support under section 28 of the Local Government (Wales) Measure 2009. As a result a formal package of support will be provided.

The Council has acknowledged that it is facing significant financial challenges in the 2017-18 financial year and as at November 2017, the Council anticipated an operating deficit of £4.5 million for the year ended 31 March 2018. The Council has reported that the projected operating deficit is largely due to the combination of unachieved in year (and previous years) savings plans, coupled with service overspends primarily within Adult Social Care and Children's Services.

The Council is currently exploring a range of options to reduce the level of forecast deficit as at 31 March 2018. These include:

- reducing projected spend across services by either not incurring or delaying non-essential expenditure;
- utilising under committed revenue budgets set aside to support transformation and change; and
- reviewing a number of technical accounting options to generate in year revenue.

The Council intends to utilise a combination of the above options to reduce the forecast operational deficit to a balanced position for the financial year to 31 March 2018. Specifically, it intends to utilise the release of non-recurrent savings of £4 million via a planned reduction to the Minimum Revenue Provision (MRP) charge. The projected General Fund reserves position is expected to remain at £8.5 million as at 31 March 2018. In addition to the General Fund, the Council has two specific reserves (Budget Management Reserve £3.6m and Adult Services Reserve £2.0 m) which are ring fenced to support financial pressures and these specific reserves are projected to amount to approximately £5.6 million as at 31 March 2018.

The Council continues to face significant financial challenges in 2018-19 and beyond. Initially, the Council identified the need to find savings of £8.4m in 2018-19 but further annual costs pressures have been identified of £8.3m and £6.8m for Children's Services and Adult Social Care respectively. Therefore, the Council will need to find savings totalling approximately £23 million in 2018-19.

We understand that plans are in place to deliver a balanced financial budget for the financial year 2018-19. However, a balanced position is primarily dependent on:

- the need to deliver £8 million of efficiency savings;
- the release of non-recurrent savings of £5m via a planned reduction to the MRP charge; and
- the use of the specific reserve set aside to support financial pressures (Adult Social Care £2m) and following a review of other reserves, the use of the specific reserve originally set-aside for 21st Century Schools of £5m.

Given that the Council has acknowledged that it has had difficulty in achieving its planned level of efficiency savings in previous years, this represents a significant risk to the Council. It is imperative that the Council delivers these savings plans and adopts a more robust approach to budgetary control to manage and mitigate the potential for in-year over spends. Both Cabinet and scrutiny committees will need to play a key role in monitoring the delivery of the savings plans.

As outlined above, the Council intends to utilise reserves to support the financial pressures identified in 2018-19. Whilst reserves provide a temporary cushion against financial pressures, they should not be considered as a sustainable medium or longer term solution. In this respect, the Council's General Fund reserve (and any other reserves utilised to support the financial position) will need to be closely monitored to ensure they are maintained at appropriate levels.

Financial pressures continue in 2019-20 with the Council predicting the need to deliver efficiency savings of £17m.

Given the scale of the future financial challenge, a strategic and transformational approach is required to the way the Council currently delivers its services as it can no longer afford to deliver its services in their current form. In this respect, the Council need to revisit and update their medium term financial strategy to enable it to live with its means going forward.

I have decided to make a Statutory Recommendation to the Council under section 25(2) of the Public Audit (Wales) Act 2004

Having carefully considered the improvements required to the Council's governance arrangements and financial challenges outlined above, I have decided to make a Recommendation pursuant to section 25(2) of the Public Audit (Wales) Act 2004 (the Act).

In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget. The Council must also act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward, and design and implement actions to address the weaknesses identified and reported by me in respect of its corporate and financial arrangements.

In accordance with sections 25 and 26 of the Act, the Council is now required to consider my Recommendation at a meeting within one month of the date of this letter.

Specifically, and in accordance with section 26(5) of the Act, that meeting of the Council should decide:

1. Whether the report requires the Council to take any action;
2. Whether the Recommendation made is to be accepted; and
3. What action, if any, is to be taken in response to the Recommendation.

As soon as is practicable after the meeting, I should be notified of the decisions made by the Council and provided with a notice summarising the decisions which, once approved by me, must be published in a local newspaper circulating in the Council's area, subject to the exceptions in relation to confidential issues contained in section 26(5) of the Act. The Council is also required to publish the recommendation and its decisions in relation to it.

Yours sincerely

Anthony Barrett
Assistant Auditor General
For and on behalf of the Auditor General for Wales

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Audit title	Conclusions	Proposals for improvement		Where it's monitored	Progress / Planned Action
Good governance when determining service changes (March 2017)	Given the ambition and pace of its service change programme, there is significant scope for the Council to strengthen its governance arrangements	The Council's governance arrangements could be strengthened by:		Governance Action Plan	See pages 693 - 696 below
		P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Council's key priorities and significant service changes.		
		P2	Clarifying and strengthening the role of scrutiny committees in considering service change.		
		P3	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.		
		P4	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.		
		P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.		
		P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so.		
Savings planning – Financial Resilience (March 2017)	Whilst the Council is strengthening its arrangements for developing savings plans, some are insufficiently developed and have unrealistic delivery timescales which may not fully support future financial resilience.	P1	Strengthen financial planning arrangements by: <ul style="list-style-type: none"> ensuring that the service savings targets set for third party spend, income and cost improvement opportunities can be achieved in planned timescales; ensuring that all savings plans are sufficiently well developed for inclusion in the annual budget; and forecasting the use of reserves over the MTFS period. 	Corporate Leadership and Governance Plan (Improvement Area D) Regulatory Tracker	See pages 697 – 704 below
Review of Education Finance	We concluded that schools and councillors receive improved advice and	P1	In order to provide the necessary challenge to secondary schools with regard to their financial planning, the Council should ensure that it has the capacity to analyse and evaluate schools' curricular planning.	Review of Education Action Plan	See pages 705 –

Audit title	Conclusions	Proposals for improvement		Where it's monitored	Progress / Planned Action
(June 2017)	<p>support about the management of schools' budgets, but the Council faces challenges in achieving the pace to deliver an affordable, sustainable education service. We reached this conclusion because:</p> <ul style="list-style-type: none"> the monitoring of schools' delegated budgets, and the support and challenge provided to schools when setting their budgets, are improving in most respects; but the Council faces major challenges in achieving the pace that will deliver an affordable and sustainable education service and halt the projected substantial decline in schools' financial health. 	P2	The Council should work with schools to explore means of improving the efficiency and effectiveness with which schools procure goods and services.		718 below
		P3	<p>In order to further embed resource management as a key component of school improvement, the Council should agree with schools:</p> <ul style="list-style-type: none"> a consistent template for recording key financial information within school development plans; and a system whereby schools' financial health might be assessed and reported annually. 		
		P4	In order to improve its clarity and transparency, the Council should review its Service Level Agreement with schools for Financial Services, ensuring that the optional element includes only those services that are not statutory functions of the Council.		
		P5	In order to ensure a common understanding of financial data, the Council should ensure that data reported to members is consistent with that reported to the Welsh Government, and that any necessary variance between the two sets is fully explained.		
		P6	In order to achieve an affordable and adequately resourced school system, the Council should increase the pace and scale of change in implementing its Schools Organisation Policy, Planning Education Provision. In particular, the Council should work with partners inside and outside Wales to ensure that learners aged 16 to 19 are able to access a suitable curriculum in the language of their choice.		

Audit title	Conclusions	Proposals for improvement	Where it's monitored	Progress / Planned Action
Local risk-based performance audit (Corporate Assessment) (May 2017)	<p>Our assessment findings underpinned the conclusions set out above and we further concluded that:</p> <ul style="list-style-type: none"> • the Council has a clear and ambitious vision for transformational change but capacity, capability and pace remain as challenges; • the Council is working in collaboration with Powys THB through its integration plan, supporting cultural change and staff engagement; and • the Council has a track record of financial resilience but management information and data remains a challenge if the Council is to deliver sustainable models for Education and Social Services. 	<p>No specific proposals for improvement were received from WAO. However, they acknowledged in their Annual Improvement Report that the Council is developing and implementing an action plan to respond to the findings and conclusions. These actions are being delivered within the Corporate Leadership and Governance Plan.</p>	Corporate Leadership and Governance Plan (Improvement Area C)	See pages 719 – 810 below

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WAO Review of Governance Action Plan 07/02/2018

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Council's key priorities and significant service changes.	Cabinet is more efficient in focusing on the key priority areas of the Council. <i>G3 The agenda for cabinet meetings focuses on the strategic issues facing the Council and the supporting reports contain scrutiny recommendations thus negating the need for Scrutiny Chairs and Group Leaders to address the cabinet. This will create a more effective governance process at Cabinet meetings.</i>	Yes	Yes	<i>G3 Amend Council Constitution to support strategic decision making by Cabinet and Pre-Scrutiny</i>	01/02/2017	07/03/2017	<i>Democratic Services Committee / Cabinet / Joint Chairs (Clive Pinney / Steve Boyd / Wyn Richards)</i>		The Constitution was changed on 7 th March 2017 to remove the right of group leaders and scrutiny chairs to speak on all matters on a Cabinet Agenda. In future group leaders have no right to speak, and scrutiny chairs can only speak if their scrutiny committee has actually scrutinised the matter. Chairs of Scrutiny Panels A and B appointed and both have held their first meetings. Training provided 19/06/2017.	
		<i>G6 Elected members understand their respective executive and scrutiny roles with cabinet portfolio holders understanding their remit and relationship with officers of the Council. Officers of the Council fully understand the role of the cabinet as a strategic decision making body and the need for objective pre-scrutiny of key decisions and objective enquiry and challenge of performance and decision making. Elected members understand and respect their respective roles, the roles of officers and the chairing of meetings</i>			<i>G6 Produce and implement a development programme to improve strategic decision making, scrutiny and inter-member working.</i>	18/05/2017	Autumn 2017 March 2018	<i>Jeremy Patterson / Clive Pinney</i>	Political willingness	Member Development is required to focus the new cabinet on their need to focus on key priorities and significant service changes. Discussions have already taken place with Hay for the delivery of such training. The training will also focus on the relationship between Cabinet and scrutiny. Induction processes started. Will need to continuously monitor as we go through the process, to identify any developmental needs. <hr/> Have put in place training by Ian Bottrill with Cabinet, Members and Scrutiny. That is currently ongoing. Training due to finish by end of March.	
		<i>The authority is able to measure the impact of delegated decisions on cabinet capacity through KPIs (Number of reports received / Number of reports that went to delegated decision / Number of reports that went through Cabinet)</i>			<i>Monthly report to be presented to Management team outlining the number of reports for delegated decision.</i>	01/03/2017	Ongoing	Clive Pinney	Political willingness	Increased emphasis on the use of delegated decisions instead of cabinet reports for relatively unimportant matters. First report presented Monday 5 th February. Arrangements have been put in place for a standing item on the agenda once every month.	
		<i>G5 Cabinet working groups are informed by and consider comment and feedback from scrutiny and audit.</i>			<i>G5 Cabinet and Joint Chairs to review working and terms of reference of Strategic Overview Board.</i>		28/02/2017	<i>Cabinet / Joint Chairs (David Powell / Clive Pinney)</i>			
					<i>G5 Cabinet and Joint Chairs to review working and terms of reference of</i>		Autumn 2017	<i>Cabinet / Joint Chairs</i>		Report to be produced and submitted to C&P Board for decision on 26 th September 2017.	

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
					<i>Corporate Commissioning and Procurement Board.</i>			<i>(David Powell / Clive Pinney)</i>		Chair and Vice-Chair of Audit Committee are now participants of the C&P Board.	
P2	Clarifying and strengthening the role of scrutiny committees in considering service change.	Scrutiny Committees have a clearly defined role and an opportunity to challenge and scrutinise service change proposals. <i>G4 Ensure that there is objective pre-scrutiny of the commissioning decisions relating to Highways, Transport and Recycling</i>	Yes	Yes	<i>G4 Pre-Scrutiny of major decisions – increase the use of pre-scrutiny, particularly on strategic items. To be identified by Joint Chairs in consultation with Senior Officers.</i>	01/03/2017	Review January 2018	<i>Chair of Place Scrutiny Committee / Clive Pinney</i>	Full and updated Cabinet Forward Work Programme.	Increased emphasis on pre-scrutiny beginning to take shape. Engagement with HoS. Review success of this in January 2018. At Joint Chairs they are considering the Cabinet work programme and the delegated decision work programme, and deciding which items require pre-scrutiny. Where there is insufficient capacity, scrutiny will decide what remains on the programme / what takes priority. We are constantly looking out for decisions which need to be scrutinised as part of the monthly Joint Chairs sessions. Joint Chairs will be asked to assess the effectiveness of the arrangements in their meeting in February 2018.	
					<i>Access scrutiny expertise from other organisations where required, and use this as a learning process. Identify Scrutiny topics where external support would be useful.</i>	01/03/2017	Ongoing requirement	<i>Wyn Richards</i>	Availability of additional resource	Consideration of additional external support for scrutiny committees in complex areas / matters. Initial discussions held with CfPS. Completed once (HTR Project). Feedback from Scrutiny Members was excellent. Also been done once with Education. Had someone advise us of how to scrutinise Schools.	
					<i>See G6</i>	18/05/2017	Autumn 2017	<i>Jeremy Patterson / Clive Pinney</i>		Member Development is required to focus Scrutiny Members of their role and their relationship with Cabinet. Discussions have already taken place with Hay for the delivery of such training. <hr/> See G6 above.	
					<i>G7 The Council is informed as to the resources and capabilities required to ensure effective decision making, and to develop scrutiny so that it makes an effective contribution to corporate governance.</i>	01/04/2017	21/07/2017	<i>Wyn Richards</i>		Research into best practice elsewhere. Have made contact with CfPS. Visit to another LA. Review completed in September 2017. Awaiting formal decision on funding to recruit additional scrutiny resource. <hr/> Review completed November 2017. 1.2 FTE additional requirement identified. Awaiting confirmation of approval as part of the budget process.	
P3	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.	To maximise the role of Cabinet and Scrutiny committees and to improve transparency. <i>G2 The Cabinet Work Programme contains sufficient detail and clarity that enables the Organisation to meet the principles of good governance by demonstrating robust scrutiny of key decisions.</i>	Yes	Yes	<i>G2a Review and develop the Cabinet Work Programme</i>	01/03/2017	Ongoing	<i>Clive Pinney / Steve Boyd / Wyn Richards</i>		The need for at least a Cabinet forward work programme is constantly being re-emphasised by officers and the Leader. Portfolio Holders are prompted at every meeting to keep the work programme up to date. Scrutiny Manager attending DMT meetings to keep their work programmes up to date. We have seen an improvement in the quality of the work programme. However there is still further work to be done.	
					<i>G2b Review and develop the Scrutiny Work Programme</i>	01/03/2017	Complete			Joint Chairs of Scrutiny now meet once a month to consider the cabinet Forward Work programme and to decide the matters that need to be scrutinised. Reviewed for new Council. Will be developed on an ongoing basis.	
					The scrutiny work programme will be placed on the website asap	01/04/2017	31/08/2017			To be published on the public website by the end of August.	
P4	Improving the quality of information and options appraisals provided to Members to enable them to	Members make informed decisions based on availability of comprehensive options appraisals.	Yes	Yes	Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals, by the provision of additional training for Finance Business Partners and relevant BPU and BI staff.		TBC	<i>Jane Thomas / Mark Evans / Andrew Durant</i> <i>Emma Palmer</i>		Quality of data provided has improved in the last few months, especially since the CIW inspection of Childrens Services. The introduction of dashboards from the BI unit will make a huge difference to the information provided to Members as a move forward. It is acknowledged that there is still some work to do.	
					Identify a provider for Data Analysis Training, and arrange training		September 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
	consider the strategic implications of the proposed service changes.		Yes	Yes			July 2018			Attempts to find an appropriate data analyst through WLGA has proved unsuccessful. We have received an offer of assistance from the deputy chair of Audit.	
					Improve Project Management Training – further element required to enable analysis of the data for use in Business Cases.		March 2018	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date. We currently have a formal accredited plus programme and project management training.	
					Identify a provider to deliver training to HoS on Options Appraisals		September 2017 July 2018	Clive Pinney / Sarah Powell		Discussions are ongoing to identify the actual training need and to identify a provider.	
					Provide training sessions on Options Appraisals		December 2017 July 2018	Clive Pinney / Sarah Powell		Discussions are ongoing to identify the actual training need and to identify a provider.	
					Develop clear guidance and Project Management Methodology and Toolkit which is easily accessible on the Intranet. Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood. Adoption of Executive Summaries where it is appropriate to do so.		TBC	Yvonne Owen-Newns		Commissioning Toolkit available on the Intranet. Transformation Office Strategic Development Plan currently being produced which incorporates this action.	
					Improve Member understanding at both decision making level and Scrutiny level, to understand and challenge the appraisal methodology and the evidence provided.		March 2018 July 2018	Clive Pinney / Sarah Powell		Discussions are ongoing to identify the actual training need and to identify a provider.	
					Improve the pre-scrutiny of robust option appraisals - see G4	01/03/2017	Ongoing requirement			See G4.	
		F1 Medium Term Financial Strategy is supported by effective planning and project management.			F1 Effective savings plans for all MTFS commitments.		In place	David Powell / Jane Thomas			
P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.	To improve transparency and accountability.	Yes	Yes	A review of the current system of delegation and the recording of decision is being undertaken and thereafter a new / amended regime will be put in place with a view to ensuring greater transparency.	01/02/2017	October December 2017 July 2018	Clive Pinney / Debby Jones		Review of priorities means that this will be delivered later than anticipated.	
					The need to provide a written record of each decision (and the reason for the decision) in matters where there is significant service provision change is being re-emphasised.		Ongoing July 2018	Clive Pinney		Review of priorities means that this will be delivered later than anticipated.	
P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be	To strengthen and improve the transparency of impact monitoring arrangements to facilitate a greater understanding of the impact of service changes.	Yes	Yes	This is aligned with the actions under P4 above. A new report template is being developed to indicate where scrutiny of a report has been undertaken and an additional section will be added to the template to ensure that the issue of monitoring the impact of service changes and identify is addressed on the face of reports and to identify the person responsible for undertaking the monitoring	01/02/2017	30/06/2017	Steve Boyd		Cabinet report template reviewed and updated. Need to update template again to include review date. Review date tracker to be created. A new template has been put in place and will be seen in Cabinet reports from March 2018 onwards.	

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
	monitored, where this will be monitored and who will be responsible for doing so.				and the timescale in which such monitoring should take place. The agreed monitoring regime will automatically feed into the cabinet forward work programme.						

Priority Improvement Area D: Strategic & Financial Planning

CMT Sponsor: Strategic Director - Resources

Improvement Area D: Strategic & Financial planning

It is essential that financial decisions are undertaken at a whole Council level, providing a more transparent view of the Councils available resources, ensuring the financial impact of decisions across the whole Council are understood and the effective alignment of resources across both Capital and revenue budgets to deliver the Vision 2025 is delivered. The Council needs to strengthen the links between the strategies, policies changes and plans for services, with the medium and long-term financial plan, showing what we want to achieve and how we intend to achieve it,

Alongside affordability and sustainable benefits.

The model for delivering priority services, its infrastructure and resource needs to deliver future priorities are affordable within available finances.

Effective strategic planning is crucial to help us develop well-considered and sustainable responses to financial pressures.

We must ensure that our medium term financial plan identifies the major financial risks and key assumptions, with senior officers and councillors owning service aspects, from which they should be subject to effective scrutiny and challenge before adopting the plan.

Services need to work out the most cost-effective ways of using the resources at their disposal to deliver their goals, and where necessary identify what can be stopped or reduced.

The Council needs robust information to support the detailed analysis needed to link the vision and objectives to the delivery of plans.

The Council should regularly review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings

Success Criteria

- A comprehensive Medium Term Financial Strategy and 5 year Financial Plan which considers all of the financial requirements of the Council
- Effective planning, based on good information is an efficient and effective way to supporting tough choices and developing clear priorities
- Strengthened financial-planning arrangements which align key strategies such as ICT, workforce and asset management plans with the MTFS for both Revenue and Capital expenditure
- Comprehensive multi-year fully-costed plans which underpin and cover the 5 year period of the MTFS
- Savings proposals that shift from traditional type savings to transformational savings ensuring that the timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned
- Funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan
- A comprehensive reserves strategy which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFS
- An organisation which has appropriate financial skills to plan and manage its resources effectively
- A resilient and modern Financial Services offer that is resourced and fit for purpose, with a depth of financial expertise, skills and ability to support the development agenda and underpinned by effective systems

plans, including the level of scrutiny and challenge provided by councillors.

We will strengthen budget setting and monitoring arrangements to ensure financial resilience; and review the coverage and effectiveness of our internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems.

We must ensure that the whole organisation has the necessary financial skills to undertake their responsibilities.

The council will ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFS at the pace required.

- Timely and effective financial information to assist the Council in its commissioning role, provide evidence to demonstrate value for money, and provides financial and management accounting information better aligned to activity and performance data
- Appropriate and efficient systems and procedures to facilitate robust and effective financial management and decision making

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Strengthen Financial Planning Arrangements.	D1	Medium Term Financial Strategy developed clearly aligned to the 2025 Vision.	Head of Finance	April 2017	January 2018	MTFP, MTFS, FRM, Capital programme saving plans and strategies to be reviewed to align with Vision 2025. MTFS document must be completed by the end of January to submit to Cabinet. Agreement with DP to refresh current strategy with proviso that strategy will be reviewed to further develop and improve the viability of the strategy to meet the budget.
	D2	Development of a modern 5 Year Budget Plan for Revenue and Capital.	Head of Finance	May 2017	January 2018	5 year rolling programme will be in place which will be going to Cabinet in 30 th Jan and full council in February.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D3	Clearly defined Financial Framework and timetable.		May 2017	30 th November 17	Timetable is in place, finance scrutiny panel building scrutiny, financial planning and budget setting into their work programme. Starting to build 19-20 budget timetable.
	D4	Development of Directorate FRM's covering the 5 year cycle (link to grid C-Strengthen Organisational Design).	Finance Business Partners	November 2017	31 st March 2018	Directorate FRM's introduced (not sure if aligned to 5 year cycle). 18-19 plans complete, further development of the next 4 years is currently being undertaken.
	D5	Forecast the use of reserves over the MTFP period and update the reserve policy accordingly	Deputy H of FS	May 2017	Jan 2018	5 year forecast of the use of reserves has been created. A holistic approach to budgeting will continue to ensure the forecast is continually reviewed and maintained.
	D6	Undertake a Risk Assessment of the Financial Plan.	CIPFA / WLGA	December 2017	January 2018	CIPFA consultant in the middle of the assessment - 15 th Jan to conclude
	D7	Service savings targets set for income and cost improvement opportunities can be achieved in planned timescales and are sufficiently well developed for inclusion in the annual budget.	Directors and Heads of S	April 2017	December 20 th 2018	Income and cost improvement board is in place but as of yet there have been no savings identified or delivered.
	D8	Use of ASC budget review to strengthen future needs of the service.	Marie Jones	Oct 17	31 st January 2018	LD review completed and agreed by service. MH and PD to be completed by 31/1/18. Recommendations that will facilitate efficiencies and remove silos need to be taken forward by service

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Develop a Resilient and Modern Financial Service.	D9	<p>Actions identified within the Financial Services Improvement Plan:</p> <ul style="list-style-type: none"> • Fill all new senior posts to provide financial resilience • Further training of qualified staff to upskill in commercial and customer focus need 	Deputy H of FS	September 16	March 2018	<p>Service has appointed to 2 senior posts including a new deputy head of finance, and a finance manager of Place (had two people rescind offers of jobs). Still senior vacancies to fill and maternity cover to plan for.</p> <p>Further training being undertaken for all business partners who are undertaking the business partner qualification. 4 trainees undertaking professional accountancy courses.</p> <p>Adhoc course being completed dependant on need and demand.</p> <p>Finance Business Partner undertaken by 6 qualified staff – broad ranging course covering integrity, emotional awareness, the role, communications etc</p>
	D10	Customer questionnaire to ensure fully understand the standard of the service and customer satisfaction.	Deputy H of FS	Feb 2018	March 31 st 2018	Awaiting post holder to join the council with a start date of February. Once in post they will take this work forward as their first action.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Improve Financial Skills of Whole Organisation.	D11	Training Plan written, needs to be implemented across the council, includes: <ul style="list-style-type: none"> Managing revenue and capital budgets Using the finance system Commercial accounts VAT, income Schools financial management 	Accountants	September 2017	December 2018	Training plan is drafted and has commenced to meet all the needs identified.
	D12	Budget Seminars for Wider Council Officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.	Heads of Service	May 2017	Jan 2018	Seminar completed in January with 2 further seminars to follow with full council. Induction and training have been completed. Workshops and budget seminars held with members. Current round ends January but will continue periodically moving forward, dates are being included in the forward work programme for Cabinet and full council.
	D13	Series of workshops for Cabinet development across all financial area.	Head of Finance	May 2017	Jan 2018	This round will end in January but will continue periodically moving forward dates are being included in the forward work programme for cabinet and full council.
Income Generation.	D14	Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.	Head of Finance	April 2017	Jan 2018	Income policy is now in place. Continued development of pricing and charging strategies which have been signed off by income and cost improvement board.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D15	Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position. Budget debate about savings from ceasing these service areas.	Deputy H o F	Dec 2017	March 2018	<p>Purchased CFO insight through CIPFA which is a benchmarking tool providing information across all service areas and comparison across the UK. This will enable informed decision making with robust data to aid the reduced level of funding being faced by the Council.</p> <p>Finance staff currently being trained to use the system.</p>
	D16	Improve management of performance, governance and accountability by: <ul style="list-style-type: none"> Regularly reporting any changes to charges to scrutiny committee(s) Improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives Benchmarking and comparing performance with others more rigorously Providing elected members with more comprehensive information to facilitate robust decision-making 	Accountants	April 2017	Jan 2018	<p>This forms part of the income policy. This will ensure that services comply to the policy with regular review of their charging benchmarks compared to other authorities.</p> <p>The fees and charging register will form part of the budget setting process.</p>
	D17	Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.	FBPs	April 2017	March 2018	Limited progress on this, however further development and provision of information which will form part of the monthly budgeting.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D18	Progress the development of opportunities through the Income and Cost Improvement Board.	Head of Finance	April 2017	December 2018	<p>A number of opportunities have been identified and business cases are being developed to take the work forward but progress is slow.</p> <p>This wasn't achieved in 17-18 but will continue into the 18-19 budget. A reduction in the target is being considered as part of the budget process.</p>
New Finance System.	D19	Financial System procured in collaboration with other Welsh Authorities.	Deputy H of F	April 2017	December 2018	4 authorities currently on board with a further 4 interested in drawing down the framework afterwards.
	D20	PQQ phase to short list for Lot 1 – 3.		April 2017	November 2018	Final tender process finishes by 31/1/18
	D21	Implement new System and train users.		April 2017	December 2018	
Improve the provision of financial Information.	D22	Work with BI to provide both financial and activity data for managers.	Head of Finance	April 2017	April 2018	Some financial dashboards Linking with activity data to be completed by end of April 2018
	D23	Annual benchmarking information to facilitate challenge through CFO Insights database.	FBPs	December 2017	November 2018	Some initial benchmarking work undertaken to support budget setting process but will be built upon with forward planning process.
	D24	New Financial system will provide dashboards and online information.		April 2017	2019	Dependant on D19

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D25	Training for accountants in report writing and presentations.	Deputy Hof FS	April 2017	June 2018	Public speaking course completed. Further courses to be undertaken on report writing and presentations Date extended due to other work commitments

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CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE

2nd February 2018

REPORT AUTHOR: Jane Thomas, Acting S151 and Head of Financial Services

SUBJECT: WAO Review of Education Finance Update

REPORT FOR: Information

1. Summary

1.1 In May 2017, Wales Audit Office presented their findings on an audit on that set out to answer the question:

‘Is the availability and quality of advice adequate to support the Council and its schools in managing education budgets’?

1.2 This report provides an update on the action plan that was completed on the conclusion of the review.

2. **Action Plan Update**

2.1 The review concluded that schools and councillors receive improved advice and support about the management of schools’ budgets, but the Council faces challenges in achieving the pace to deliver an affordable, sustainable education service. The conclusions were reached because:

- the monitoring of schools’ delegated budgets, and the support and challenge provided to schools when setting their budgets, are improving in most respects;
- But the Council faces major challenges in achieving the pace that will deliver an affordable and sustainable education service and halt the projected substantial decline in schools’ financial health.

2.2 The action plan update at Appendix A confirms many actions are in progress and on track, but due to the Schools Finance Manager vacancy we have not had sufficient resource to progress some actions as far as expected. That said, in recent weeks we have appointed a part time lead to undertake the Schools Formula Review. This will ensure that the review is completed on plan with full engagement from all stakeholders.

- 2.3 Quarterly reports will be provided to provide assurance that these items are being delivered.

Appendix A – Action Plan Update

WAO Proposal		Responsible Officer	Actions		Deadline for Action	Updates	RAG and Update
P1	In order to provide the necessary challenge to secondary schools with regard to their financial planning, the Council should ensure that it has the capacity to analyse and evaluate schools' curricular planning.	Head of Schools / Secondary Challenge Advisors / Schools Finance Team	A1a	To develop and agree a curriculum planning model to be used in each sector	31/12/2017 This action will now concluded in 2 stages – May 18 (for budgets) and December 18 for the formula	A Formula Funding expert is working two days a week to ensure a new formula is implemented for the next financial year, curriculum planning and need will be built into this review, and engagement with secondary's conducted alongside. In addition 2018/19 budget discussions about ensuring balance budgets are due to take place with Finance, schools and education leads in February	
P2	The Council should work with schools to explore means of improving the efficiency and effectiveness with which schools procure goods and services.	Interim Professional Lead Commercial Services and Head of Education	A2a	Analyse the spend data we have for 2016/17 to identify high expenditure areas. Look for buying patterns so that expenditure can be aggregated. Look for significant spend with a supplier. E.g. Supply Teacher Insurance	31/12/2017	Supply Teacher Insurance - Project set up to work with Pembrokeshire and use the insurance scheme they manage. Data analysis – discussions taking place to have this proposal in place for the new financial year	Stage 2 27/7/18

		Interim Professional Lead Commercial Services	A2b	Encourage the use of existing Corporate Contracts	On going	Encouraged use of Corporate Purchase cards to reduce overheads associated with purchase orders, finance have attended many schools to support the introduction of the cards	
		Interim Professional Lead Commercial Services	A2c	Improve Contract Management – a Schools Service Contract Manager is being recruited.	31/10/2017	The post of contract monitoring officer has now been filled	
		Interim Professional Lead Commercial Services	A2d	Review Contract options	31/03/2018	Further work on contract analysis needed with the monitoring officer	
		Interim Professional Lead Commercial Services	A2e	Establish Corporate contracts where none exist.	On going	Range of contracts in place but CST currently exploring additional contracts matched to spend data	
		Interim Professional Lead Commercial Services	A2f	Provide support and training for schools including strategic forward planning for purchasing e.g. ICT	31/03/2018	Schools ICT Governance meet regularly, the group includes representatives from ICT, Schools Service and CST.	

P3	In order to further embed resource management as a key component of school improvement, the Council should agree with schools: a consistent template for recording key financial information within School Development Plans; and a system whereby schools' financial health might be assessed and reported annually.	School Finance Manager / Senior Challenge Advisors	A3a	Schools finance to meet with challenge advisors to review current information recorded in School Development Plans and develop a new template for recording key financial information which is consistent across all schools	31/01/2018	Meeting to be held with Senior Challenge Advisors to review February Half Term	28/02/2018
		School Finance Manager / Senior Challenge Advisors	A3b	Communicate with schools to ensure they are aware of the new template and the requirements for completion and inclusion within the school development plans	30/05/2018	Follows on from 3a	

		School Finance Manager / Senior	A3c	Implement requirement for all schools to include new financial template within their	01/09/2018		Follows on 3a	
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		Challenge Advisors		School Development Plans			
		School Finance Manager	A3d	Review current reporting of school balances to allow comparison of individual schools planned and actual balances to enable an assessment of financial health	31/12/2017	Clawback to be reviewed each year. School balances to be presented to Schools Service Management team in order to escalate school balance changes. But needs to be a more timely approach established so we have a clear flowchart and schools understand the implications.	Revised deadline to improve processes 31/3/18
		School Finance Manager / Senior Challenge Advisors / Schools HR	A3e	Termly meeting with Schools Finance Team, Challenge Advisors and Schools HR Team to discuss and review schools. Monthly one to one meetings with HR Team and Finance Team to discuss individual schools	01/09/2017	First meeting held in Autumn Term. Next meeting 8th March after financial meetings taken place	

		School Finance Manager	A3f	Secondary school benchmarking has been carried out and will enable schools to draw comparisons on spend with other similar schools across Powys and Wales	31/10/2017		Secondary schools now have access to this completed benchmarking, but this information and analysis needs to be circulated to a wider audience	
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		School Finance Manager	A3g	Further develop the benchmarking of primary schools financial information to enable schools to draw comparisons on spend with other similar schools across Powys	31/02/2018		The schools finance manager vacancy has meant a delay in delivering this action	
		School Finance Manager	A3h	Further develop the benchmarking of primary schools financial information to enable schools to draw comparisons on spend with other similar schools across Wales	31/10/2018		Discuss at ADEW finance in line with secondary system in place across wales	

P4	In order to improve its clarity and transparency, the Council should review its Service Level Agreement with schools for Financial Services, ensuring that the optional element includes only those services that are not statutory functions of the Council.	Schools Finance Manager	A4a	Review the current Service Level Agreement that is in place that was developed with schools and make necessary changes to ensure that statutory functions are not included in the optional elements of the Service Level Agreement	30/11/2017 Revised date agreed by schools and officers	Review to start during 2018/19 with a view to implement from April 19. Current SLA's carried forward 12 months.	30/11/2018
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		Schools Finance Manager	A4b	Consult with Schools on changes to the Service Level Agreement	31/01/2018	n/a yet	31/01/2019
		Schools Finance Manager	A4c	Implement new Service Level Agreement	31/03/2018	n/a yet	01/04/2019
P5	In order to ensure a common understanding of financial data, the Council should ensure that data reported to members is consistent with that reported to Welsh Government, and that any necessary variance between the two sets is fully explained.	School Finance Manager	A5a	Review data presented to Cabinet in Finance Reports in respect of reporting loans to ensure that figures presented in reports can be easily reconciled and understood compared to figures reported to Welsh Government	30/11/2017	Actioned - The reports circulated to Schools Service senior management team and Cabinet include the breakdown of the tables showing the schools delegated balances with loans/other items listed also underneath which is consistent with the overall reporting tables used in the summary of the report. This ensures a more consistent approach.	

P6	In order to achieve an affordable and adequately resourced school system, the Council should increase the pace and scale of change in implementing its Schools Organisation Policy, 'Planning Education Provision'. In particular, the Council should work with partners inside and outside Wales to ensure that learners aged 16-19 are able to access a suitable curriculum in the language of their choice.	Director of Education / Head of Schools / Senior Manager Schools Transformation	A6a	To undertake a Transformation seminar with Cabinet to agree work programme, to review options for the recommissioning of post 16 education and to implement a work programme arising from A1a	12/10/2017	A seminar took place with Cabinet in October to outline the issues facing education in Powys. A new draft Schools Policy has been developed – Plans for Powys Schools – Vision 2025 – and this was approved by Cabinet in November. It is currently out for public consultation until the January 31st 2018. A final version of the Policy along with consultation comments will be considered by Cabinet in March, and, if approved, the Policy will be implemented from 1st April 2018.	Revised completion date
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		Director of Education / Head of Schools / Senior Manager Schools Transformation	A6b	Commence planning and implementation	01/11/2017	A Work Programme will also be considered by Cabinet in March which will outline the key projects for developing the schools infrastructure for the next 3 years. A Post-16 Review has been underway, with head teachers and officers considering alternative funding and partnership models. This Review will conclude in the spring, for implementation from September 2019.	Revised target dates agreed
		Director of Education / Head of Schools / Senior Manager Schools Transformation	A6c	Commence new delivery model	01/08/2018	n/a yet	

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POWYS COUNTY COUNCIL

Corporate Leadership & Governance Plan

**Vision 2025: Open and Enterprising
“Making It Happen”**

Version 5.6.2

Vision 2025: Making It Happen

The people of Powys can expect us to be a Council that is well-run, aspirational and high-performing. We will do this by being an **open and enterprising** Council, this means:

- working proactively with communities, residents and businesses;
- being willing to look at new ways of working and delivering services; and
- focusing on solutions rather than problems.

We will be:

- **professional:** whatever role we play in the Council, we act with professionalism and integrity
- **positive:** we take a positive attitude in all we do
- **progressive:** we take a proactive and responsible approach to planning for the future
- **open:** we keep each other informed, share knowledge and act with honesty and integrity
- **collaborative:** we work constructively and willingly on joint initiatives

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Purpose

This document sets out the Powys Corporate Leadership & Governance Improvement Plan for 2017-2020, which is a key part of the Making it Happen Programme: Vision 2025. We anticipate that the plan will continue to be developed based on feedback from stakeholders. The overall strategic plan will be supported by service plans for priority areas (for example, the Workforce Strategy).

Immediate and longer-term actions are described within the plan, the former in greater detail because this is where changes are needed most urgently and because more time is needed to be sure about what needs to be done if we are to deliver sustainable and larger-scale reform. The Well-being of Future Generations (Wales) Act 2015 and Social Services and Well-being Act 2014 have changed the shape of public services in Wales. They require us to think more about the long term, work better with residents and communities, look to prevent problems before they arise and take a more joined up approach. These principles are at the heart of all our plans for service transformation and improvement.

Engaging with our citizens and service users to better understand their needs in the future is critical. In recent years we have also used the process of commissioning to help us identify service needs and ensure they are met in the most effective and efficient way. Commissioning means redesigning services around the current and future needs of communities and individuals, and then deciding how that service is best delivered, and who should provide it. It puts the focus on providing the right service for the citizen, from the right provider at the right price for the taxpayer. Sometimes this will mean we provide a service differently.

We are transforming the council to become a more modern, digital and agile organisation. To make better decisions and inform service delivery plans we recognise that we need high quality, reliable data. We are therefore investing to improve our ability to analyse data and develop good business insight.

We are determined to create a council of the future that is driven by the right culture and behaviours. Our workforce is key to bringing this vision to life and delivering our priorities for the benefit of the county's residents. Our values and expected behaviours will guide the way that we deliver our services, how we treat our staff and one another. We will equip our staff with the skills they need and ensure our resources are matched to our priorities.

Understanding Where We Are Now

Powys Context

Powys County Council is the unitary authority for Powys and covers a quarter of the area of Wales. It is one of the largest, yet least populated counties in England and Wales. Located in central Wales along the Borders area with England, it borders 13 other authorities. Powys covers 5,197 square kilometres. Its population of approximately 132,000 is just 4.4% of the Welsh total.

Powys is a predominantly rural county with some small and medium-sized towns, but no large settlements or cities. There is only one town with a population over 10,000; there are 15 other main settlements and hundreds of small villages and hamlets.

There are approximately 22,000 children and young people under the age of 18 living in Powys. It has a low proportion of young adults and a high proportion of older working and retired adults compared with the UK as a whole. The average age of the population in 2002 was 43 years, which compared with 40 in Wales and 39 in England and Wales.

The 2001 Census shows that 25,516 people (21.1% of the county's population over three years old) can speak, read and write Welsh and that 38.1% of the 3-4 age group are Welsh speakers. In Powys, Welsh speakers are not evenly distributed within the various communities. There is a bigger density in the north than in the east.

The total workforce in the county numbers approximately 73,000. The county's main primary industries are agriculture and forestry, which employ 11% of the workforce. The public sector is the only large employer with 26% of the workforce employed mainly in local government, schools and health services. The last ten years have seen most large manufacturing employers exit. Unemployment rates are low compared to the rest of Wales. However, average incomes are low, with part-time workers forming 27% of the workforce. 16% of Powys households are in fuel poverty. The proportion of pupils in compulsory education entitled to free school meals is 12%, which compares with 18.9% nationally.

For most children and young people, Powys is a good place to grow up. Most children and young people are safe, well educated, experience good health and have good leisure and employment opportunities. However, there are groups of children and young people who experience poorer outcomes, compounded in some cases by the challenges of sparsity and isolation. There is a vulnerability profile which demonstrates the current level of need in Powys from targeted to specialist services.

Organisational Context

An inspection in July 2017 by the Care and Social Services Inspectorate Wales (CSSIW) raised serious concerns about leadership, management and practice in Powys Children's Social Services. The grounds for these concerns included failings in corporate leadership, lack of stability in management arrangements, staffing capacity and the quality of professional practice. There have been other service concerns raised by CSSIW and Estyn over preceding years and there are recognised service shortcomings in adult social care and vulnerabilities in secondary education.

As a Council we recognise that the CSSIW identified themes that reveal a lack of resilience in the Council's approach to corporate leadership and governance. There is a significant work programme ahead to ensure that the Council is a well-run, aspirational and high-performing, turning strategies into actions which make a difference for our communities. The Council needs to recognise and act on a changing environment in public service, where expectations and needs increase, despite much more difficult financial climate. To achieve its potential, Powys needs to be a forward-looking and ambitious Council working in partnership with a wide range of organisations and individuals dedicated to the common good of the county. The Council itself has to be an organisation that residents have confidence in and are proud of; that partners feel enables them to make things happen; and that staff feel gets the best out of them.

The scale of change and consensus involved means that the process will be neither quick nor linear. For change to be embedded, sustainable, and genuinely owned by all, there has to be time built in for forging common purpose, enabling experimentation, taking stock and refining. The experience of other organisations that have successfully transformed themselves indicates that it takes at least five years to secure their regeneration. Whilst the end-goal has to be excellence rather than "good enough", it is also clear that focusing on getting the basic early steps right is critical to future success.

Recognised issues include:

- The Council's vision for the future is currently insufficiently shared and understood by the Council's officers, partners and residents;
- The Council, members and officers, have too often failed to tackle difficult issues. There is a need to be even more open about what the most important issues are and focus on addressing them;
- There are a multiplicity of plans and performance accountability processes which lead to unnecessary complexity and confusion and are not always followed through to delivery and securing positive impact;
- Savings and staff reductions in key areas have not been underpinned by a long-term strategic plan for the nature and shape of the Council and the services people need;
- The Council needs to create a mutually supportive leadership culture. There are examples of blurring of roles between members and officers. The respective roles need to be clear;

- There is a need for the Council's corporate centre to provide stronger, more enabling delegated leadership;
- The Council faces very significant budget difficulties in the next few years and does not yet have the credible plans to meet these;
- The workforce as a whole needs to build confidence and become more willing to challenge safely and be assertive;
- The Council needs to proactively renew staff engagement to improve morale, motivation for change and cultural issues;
- The Council's leadership needs to be proactive in working with the workforce, creating an environment and culture which enables and supports this while providing appropriate support and guidance;
- Performance accountability needs to be simplified and strengthened, whilst also developing a positive inquisitive mind set / culture / approach;
- Performance accountability and reporting needs to be underpinned accurate service and corporate data recording;
- Support services need to consistently act as positive enabling partners in change;
- Whilst there are some good operational partnerships, joint commissioning, improvement and rationalisation work should focus on ensuring that all are focused on improvement priorities and securing impact from their planned work programmes.

Over recent months Powys has developed a better understanding of its strengths and areas for development, which has been further informed by the helpful recommendations made by Inspectors and the Intervention Team. There is a commitment at all levels of the organisation to continuing improvement. The arrangements for accountability set out later in this plan demonstrate that, within the Council, the Leader, Cabinet members, the Chief Executive, the Council Management Team, staff and partners accept a personal and collective responsibility for ensuring that this plan is delivered and good outcomes achieved.

Vision, Values & Principles

A renewed statement of vision, values and operating principles have been developed as set out below. It provides a checklist for the Council and key partners to use as a means of holding up a mirror to the current strategy and deciding if it is improving service provision and outcomes for individuals and communities. The vision, values and operating principles provide tools that can help us to engage in effective scrutiny, peer review and operational improvement.

Vision 2025

We will build on previous progress to make Powys the best possible place to live, work and visit. We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery. In an era of continued budgetary pressures, growing demand and increased expectations it is very important that we are clear about what we want to achieve now and in the future.

We will be an open and enterprising council, this means:

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

We have clear priorities to deliver our vision:

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

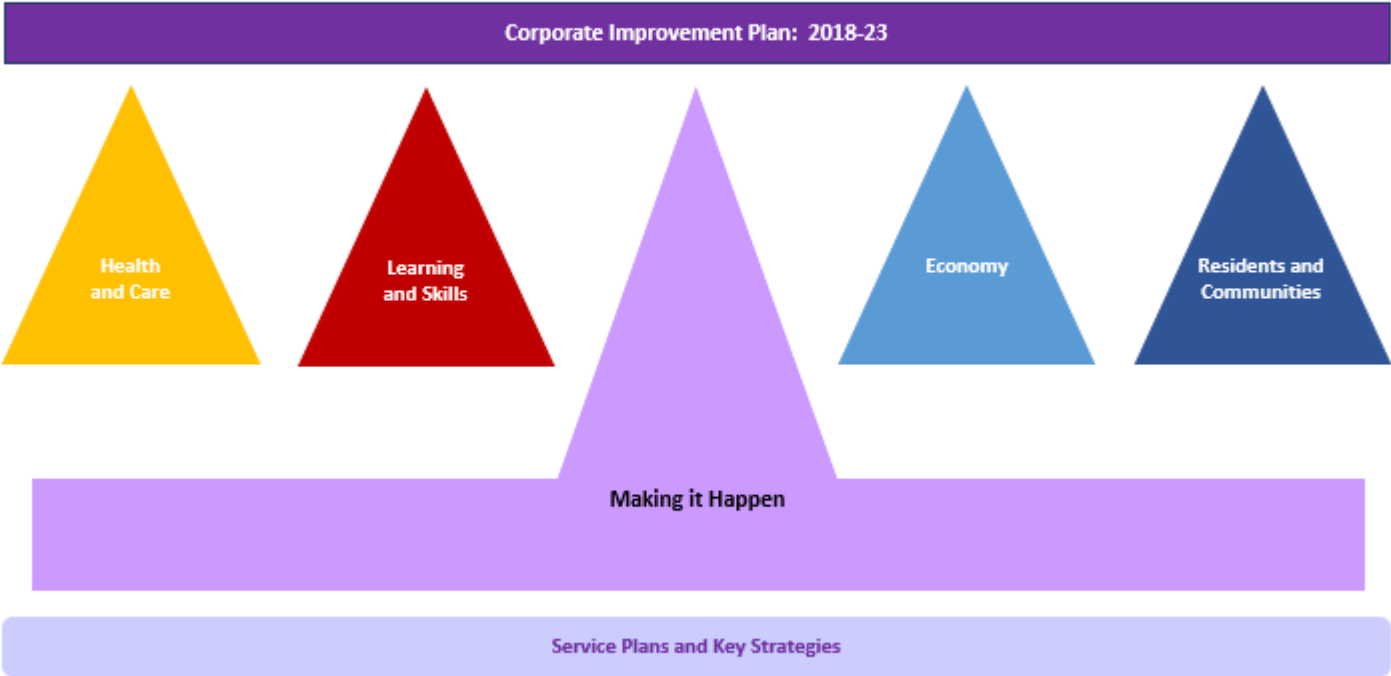
To deliver the above we also have an enabling priority:

- **Making it Happen**
 - Corporate Leadership and Governance
 - Change How We Work
 - Engagement with Residents and Communities

The plans for improvement need to align with the council’s Vision 2025 so that the Corporate Improvement Plan 2018-23 provides our key stakeholders with a coherent view of the council’s intent. This will also ensure compliance with the statutory duties placed on the council by the Well-being of Future Generation (Wales) Act 2015 and the Local Government (Wales) Measure 2009.

Fig 1: Corporate Planning Architecture

Vision 2025: Corporate Improvement Plan Architecture



Values

How we do things is just as important as what we do. That is why we have adopted five key values. We are determined to create public services of the future that are driven by the right culture and behaviours. We will make sure our values are integral to the way we manage and recruit our staff, and guide all aspects of the way we work.

We will be:

- **Professional:** whatever role we play in the Council, we act with professionalism and integrity;
- **Positive:** we take a positive attitude in all we do;
- **Progressive:** we take a proactive and responsible approach to planning for the future;
- **Open:** we keep each other informed, share knowledge and act with honesty and integrity; and
- **Collaborative:** we work constructively and willingly on joint initiatives

Guiding principles

The Council's guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 (here after referred to as WFG Act), which means the decisions we make now, must take into account the impact they could have on people living their lives in Powys in the future. The WFG Act identifies the following five sustainable development principles to help ensure we do this:

Sustainable development principles:	What are we doing to meet the principles:
<ul style="list-style-type: none">• Long-term Balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	<ul style="list-style-type: none">• We are committed through our vision to looking at what the needs of our future generations will be and what outcomes we should be aiming for in the longer term.
<ul style="list-style-type: none">• Prevention Putting resources into preventing problems occurring or getting worse	<ul style="list-style-type: none">• Address issues through prevention and early intervention• Reducing poverty, especially persistent poverty amongst some of our poorest people and communities.• Safeguarding and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.

<ul style="list-style-type: none"> • Integration (cross-cutting) Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies 	<ul style="list-style-type: none"> • We have ensured that our priorities support and complement each other. Learning and skills are key to a thriving economy and business growth and will help attract inward investment. Good education and employment opportunities will help maintain resilient residents and communities; and resilient communities are vital to health and care. Our priorities also contribute to the seven national well-being goals.
<ul style="list-style-type: none"> • Collaboration Working together with other partners to deliver our priorities 	<ul style="list-style-type: none"> • We are establishing new programme boards under our performance management framework to oversee the delivery of our priorities. • The boards consist of partners from the public, private and third sectors. Where appropriate we will work together to achieve our goals.
<ul style="list-style-type: none"> • Involvement (communications and engagement) Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area 	<ul style="list-style-type: none"> • Engage our citizens, partners and businesses in a number of ways so their voice influences future decisions and helps shape service provision.

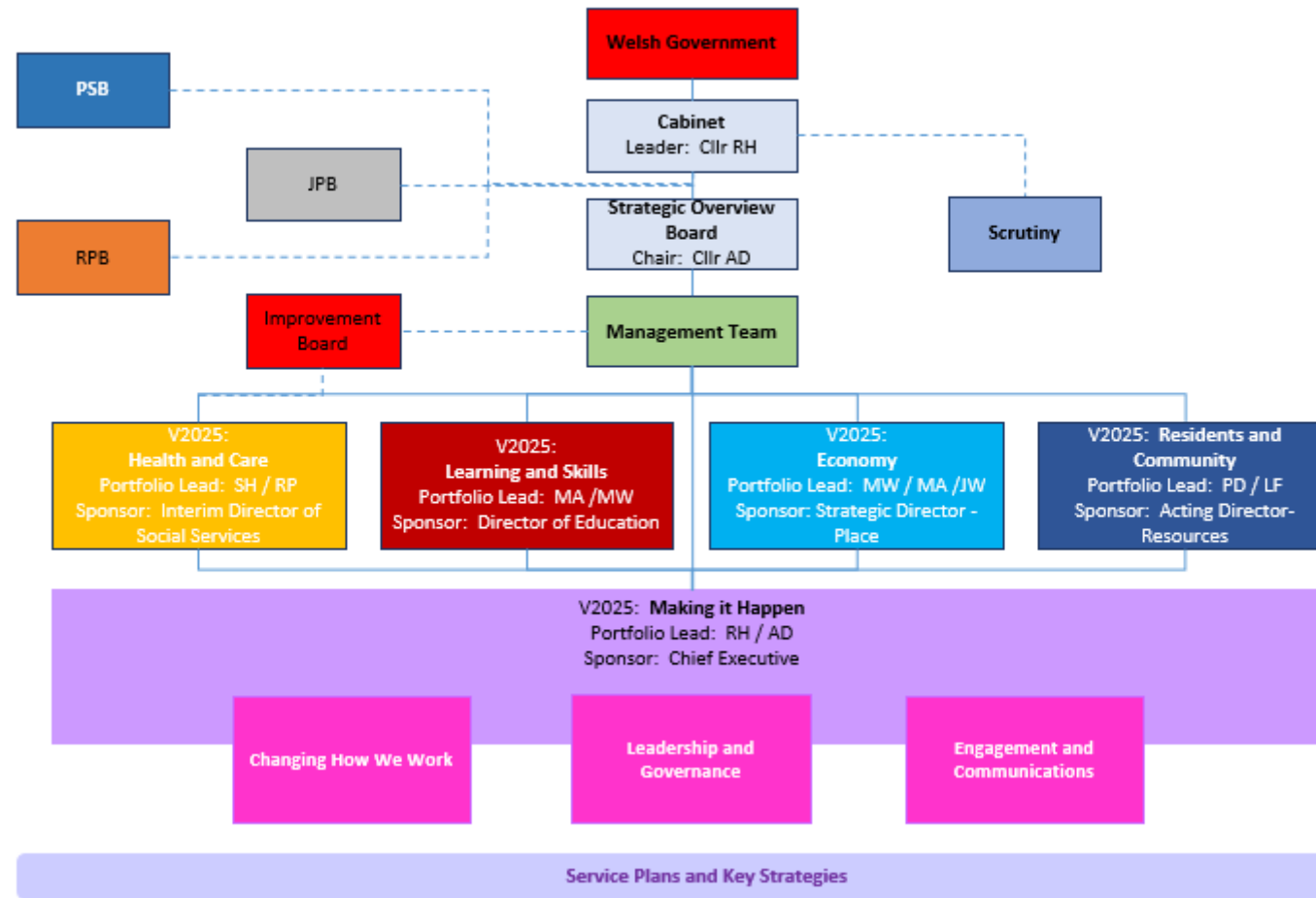
Governance and Performance Management

Governance

The following governance structure is in place to ensure clear accountability and ensure the council is capable of delivering its priorities and improved outcomes for citizens. These arrangements will support robust and effective decision making:

Fig 2: Strategic Governance

Vision 2025: Governance Structures



Strategic Overview Board: The board meets quarterly and considers performance management information to manage the corporate improvement plan. The board comprises Cabinet, Chairs of Scrutiny and Management Team.

Powys Public Service Board (PSB): The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment. The board is chaired by the leader of Powys CC.

Regional Partnership Board: The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.

Improvement Board: The Board has the dual role of holding the Council accountable for improvement and seeking to help deliver improvement in both Social Services and the Council as a whole.

Joint Partnership Board (JPB): The board brings together nominated strategic leaders from Powys County Council and Powys Teaching Health Board. It provides strategic leadership and makes key decisions in accordance with a scheme of delegation, agreed by both bodies, to ensure effective partnership working across organisations within the county for the benefit of Powys.

Programme and Project Management: A proportionate approach will be used to ensure the outcomes developed in Vision 2025 are realised.

Scrutiny: In order to achieve this, the Council have appointed Scrutiny Committees which between them will:

- review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council
- make reports or recommendations to the Cabinet or the Council in connection with the discharge of any functions
- consider any matter which affects the Council's area or its inhabitants
- exercise the right to call in for reconsideration decisions made, but not yet implemented, by the Cabinet and Officers

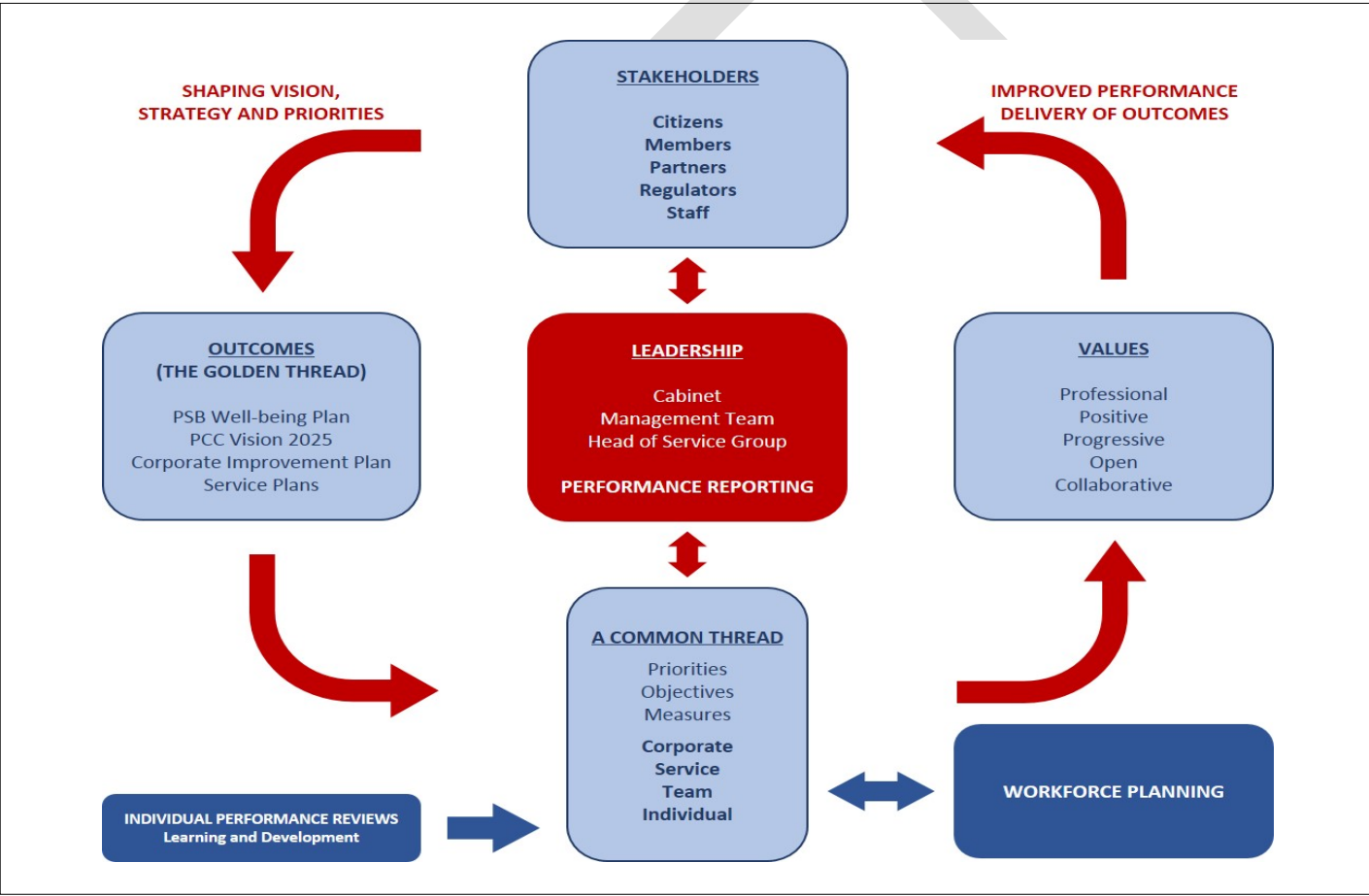
Performance Management

The Council is in the process of reviewing and strengthening its performance Management Framework. Our organisation is large, complex and needs to work with multiple external partners to deliver overall results for our residents. A performance management framework is therefore essential as it lays out the

common system and methods needed to perform and improve, helping us to work as one ‘joined up’ community rather than separate services.

The framework ensures that staff can clearly understand their responsibilities regarding performance management on which the Councils governance arrangements will hold them to account.

Fig 3: The Council’s Performance Management Framework



How will we get where we need to be?

The purpose of making changes to the culture and operation of the Council outlined in this plan is to support the improved provision and outcomes for our communities which the Council and its partners are seeking to achieve. At the heart of this is the opportunity to make a real step-change, so that Powys is a place where children and families are seen as being at the heart of everyday living and working. Many of the objectives and actions in the plan may seem very managerial or administrative, but they are important components of making a large organisation work. The plan also recognises that procedural issues and strategies will not in themselves make any organisation work. There must also be changes in behaviours, leadership and partnership skills, energy, pace and momentum.

There are effectively two aspects of development:

- Governance & Leadership
- Organisational Design & Delivery

Aspects of Effective Governance & Leadership

- Effective political leaders and elected members demonstrating high ethical standards in holding officers to account in the delivery of services
- Effective and professional strategic and operational senior management
- Effective elected member-officer relationships, which promote effective policy formulation and decision-making
- A clear vision and strategic direction, owned and shared by partners and supported by a robust governance framework
- Improved feelings and perceptions of trust and confidence in the council, its vision and how it conducts its business
- A modern and fit-for-purpose council constitution, which facilitates effective and transparent decision-making
- Fit-for-purpose partnerships to deliver priorities
- Active members working in localities to build community and citizens' resilience and capacity
- Decision-making processes which give due weight to the views of all stakeholders
- A commitment to co-production in the design and delivery of services
- Balanced objectives and an ability to align the goals of key stakeholders

Aspects of Effective Organisational Design & Delivery

- A well-run, aspirational and high-performing council, turning strategies into actions which make a difference
- A performance-focused Council, prioritising delivery of shared outcomes, accurate performance measurement and continuous improvement
- A positive, energetic, open culture, built on effective workforce engagement, collective responsibility at all levels and corporate communication
- A talented and learning organisation, which attracts, develops and retains high quality employees
- Financial planning and resource management which support the sustainable delivery of the council's vision, improvement priorities and better outcomes
- External engagement which is customer-focused and supports a positive, aspirational and confident council
- Using modern digital solutions to improve service delivery, generate savings and promote better engagement and information-sharing
- An approach which manages risks well.

As a parallel plan to the Children's Services Improvement Plan we are not repeating its full contents. Corporate leadership and support to children's social care priorities has already started and will continue. A key part of the Council's focus must be on ensuring that our children and young people are safe. This is a job first of all for parents. Where parents either cannot or will not perform that role, then it is for the Council – as well as schools, colleges, health services, police and other public and voluntary sector bodies - to support and protect young people. But the Council's role is critical. This does not mean that the Council is not interested in other issues. Quite the opposite. If the Council is to create a positive quality of life for children and families then it must be a place which can attract investment and growth, with education and training opportunities, entry level jobs, a vibrant cultural, leisure and sporting life and a well maintained environment. The Council must also facilitate independence and resilience for its older population, having as robust a safeguarding approach for vulnerable adults as it does for children.

A key part of the improvement in governance and services is that elected members and officers of the Council should be able to recognise good and great services and partnerships, as well as its opposite. High quality services are defined not only by their service plans, but by an energy and commitment in implementation and regular evaluation of impact supported by quantitative and qualitative performance information. It is not enough for staff to be well-intentioned and caring about the services they work in – staff at every level need to be competent or expert in their field, to the required standard. Senior staff need to be able to exercise judgement and leadership skills, based on respecting and spending time with their staff whilst modelling the behaviours and values expected of everyone in the organisation.

The Plan will be a live document, updated as required as key aims and objectives are achieved and further clarity is gained in terms of future actions required. A robust monitoring process will accompany the delivery of the plan and its improvement actions (see also Appendix 1- Performance Management framework) including appropriate “BRAG” ratings and narrative to demonstrate ongoing delivery and impact.

As well as tracking our progress against the Improvement Plan we need to evaluate outcomes based on perceptions of change – do things look and feel different to our residents, partners, members and staff? This is an important thing for us to measure – it’s very easy to tick a box and say that a task has been completed, but much harder to be sure that putting the tick in the box means that there has been an actual change. The work we are doing is not just about changing governance or plans, but about changing our culture and behaviours as an organisation, and that evidence is harder to capture. A range of quality assurance activity is planned. Quality assurance activity that will be carried out includes:

- Surveys of staff, children and young people, parents’ and carers’
- Focus groups of service users
- Feedback via digital apps and social media
- Quantitative and Qualitative audits
- Peer & External audits
- Partnership self-evaluations

Plan Governance and Leadership

The Powys County Council Improvement Board has been established after Powys County Council had been issued with a Warning Notice issued under Part 8 of the Social Services and Well-being (Wales) Act 2014, section 151 by the Welsh Government. The Minister for Social Services has determined that the Board will be chaired by Jack Straw (former Local authority Chief Executive) and its membership will be independent of the Council. It includes Phil Hodgson (former Director of Social Services), Geoff Burrows (former Portfolio Holder in another Local Authority) and a representative from the Children's Commissioner. The Board can comprise up to six members as other inputs are required. The Board is commissioned and contracted by the Welsh Local Government Association. The Council is establishing an Improvement Partnership chaired by the Council Leader which will work closely with the Improvement Board. Tasks may flow from the Board to the Partnership and issues may be escalated from the Partnership to the Board for resolution.

The Board has the dual role of holding the Council accountable for improvement and seeking to help deliver improvement in both Social Services and the Council as a whole. The Board membership is set out above but it will be supplemented by the attendance of and active participation by the Leader of the Council, Portfolio Holder for Children's Services, Chief Executive, Director of Social Services, Director of Education, Head of Children's Services, plus any other officers or partners who are needed to assist with any given item.

The Board will convene at least once a month for approximately three days. Activities will include 1-to-1 meetings with key staff and politicians, formal Board meeting and engagement activity with staff at all levels.

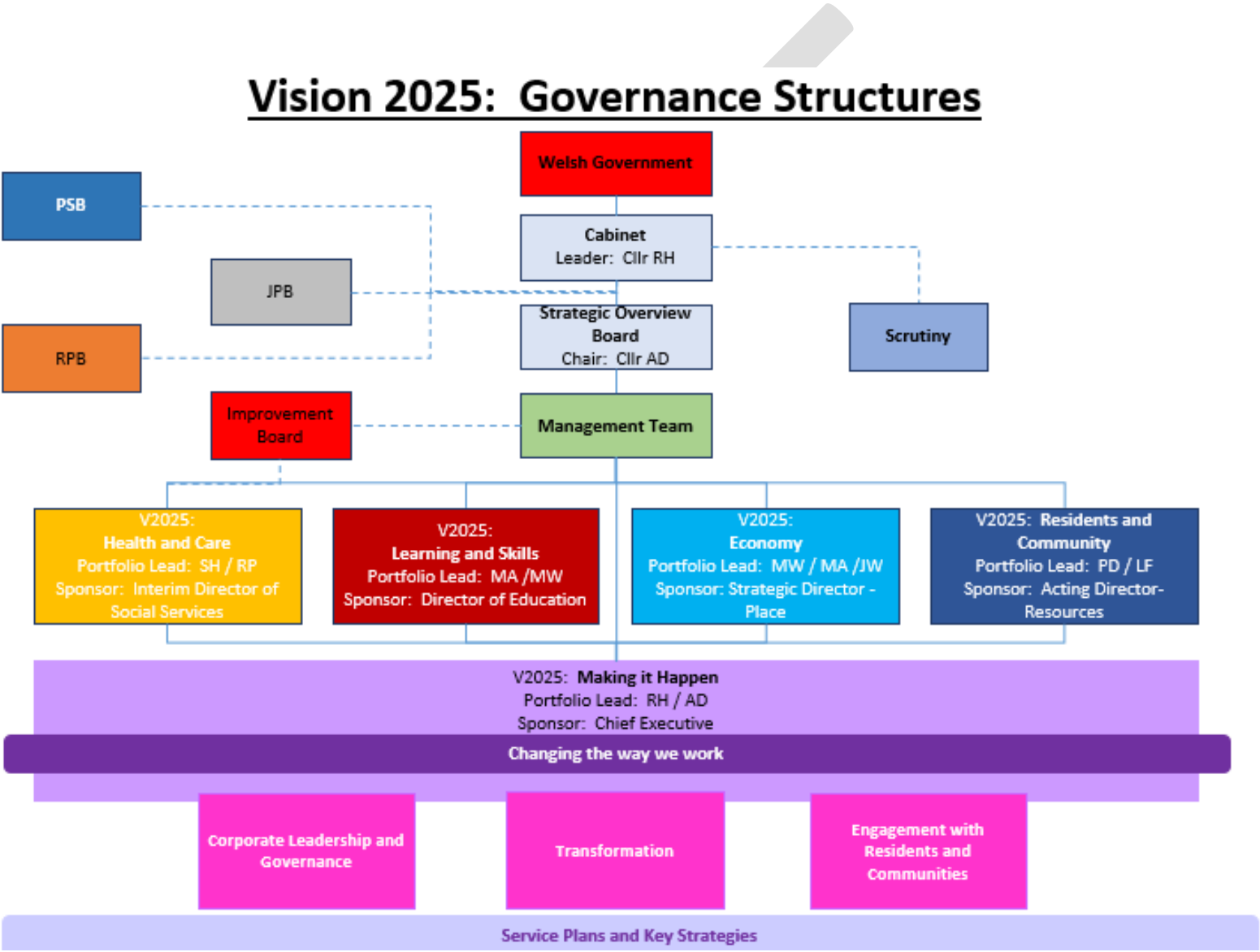
The Improvement Board will:

- Ensure production of a Children's Social Services Improvement Plan and Corporate Leadership and Governance Plan as directed by the Minister and in line with CSSIW expectations
- Monitor, scrutinise and challenge to ensure the timely delivery of actions identified in the Improvement Plan
- Hold the Council to account for delivering the broad spectrum of required improvement and escalate in the event of non-compliance
- Engage with staff at all levels to facilitate delivery of improvement and raise awareness of this work
- Keep informed WLGA, WG and CSSIW about progress

It is essential to identify, analyse and prioritise risks as part of the improvement process to ensure that these risks are managed effectively. There are significant risks to the Improvement Plan, including the Council's ability to deliver sustainable resourcing and workforce strategies. A programme risk register will be maintained by the Programme Manager and reported to the Improvement Board.

The Senior Responsible Owner for the plan is the Chief Executive, supported by the Director of Education.

Fig 4: Leadership and Governance Plan Governance



CORPORATE LEADERSHIP & GOVERNANCE SERVICES IMPROVEMENT PLAN

Priority Improvement Area A: Political Leadership

CMT Sponsor: Acting Chief Executive

Improvement Plan A: Political Leadership

Experience from elsewhere clearly indicates the importance of strong cross-party political leadership for changes in the way that the Council operates. Issues in service and organisational culture develop over time. The opportunity for making things better lies with councillors of all parties as well as officers. Whilst the political parties have different priorities and values, they have all recognised the importance of improvement. This can be seen in debates on Children's Social Services and Vision 2025. We will continue to promote cross-party discussions to identify a shared agenda for change.

With help from Councillors and external partners, we will build a renewed bespoke councillor development programme. It can cover a variety of topics such as best practice for scrutiny, community engagement, corporate parenting, using social media, partnership working, councillor/officer roles and how local government finance works. We will take feedback from councillors attending and will be establishing what else we need to include in future, including more tailored development sessions for more experienced councillors.

Success Criteria

Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people

The authority works with partners to deliver help, care and support for people and fulfils its corporate parenting responsibilities. Involvement of local people is effective

Leaders, managers and elected members have sufficient knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively

A new vision for 2025 for Powys and for the Council, defined with citizens and partners. A new published Council Improvement Plan, linked with Council and service plans

Visible elected member leadership on looked after children, child protection and early help/ prevention issues

Effective Scrutiny processes contributing to challenge and accountability

Well balanced relationships between Cabinet and senior officers

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
A new vision for Powys and for the Council, defined	A1	Building on and developing the Vision 2025 through Council member workshops on development of the new	Acting Chief Executive	July 2017	March 2018	Develop Communications Plan /roadshows/workshops

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
with citizens and partners. A new published Council Improvement Plan, linked with Council and service plans. Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people.		Council Improvement Plan, develop an engagement programme with the workforce, partner organisations and community representatives				Senior Managers Forum will take place on 21 st February 2018 invite will be extended to all Senior Managers for the MT/HOS meeting. Joint Leadership event to include Vision 2025
	A2	Production of vision and strategy document using material from workshops and incorporating engagement.	Strategic Business Manager		March 2018	Draft Programme Briefs developed and to be tested with Management Team 28.12.2017 Children's Services and Adults Services Improvement Plans developed CL&G Plan developed Management Team Away day planned for 15.01.18 Refer to A4 for Member Development Programme
	A3	Publication of new Council Improvement Plan.	Strategic Business Manager		March 2018	Editing of Corporate Improvement Plan has commenced and on track for March 2018 publication
Leaders, managers and elected members have sufficient knowledge	A4	Renewed development programme for elected members: <ul style="list-style-type: none"> Cabinet – including roles, individual Portfolio Holder Decisions, Strategic 	Scrutiny Manager and Head of	Sept 2017	January 2018	See A9 below for Corporate Parenting Training

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
and understanding of practice and performance to enable them to discharge their responsibilities effectively.		Decision Making and Time Management. <ul style="list-style-type: none"> • Cabinet / Senior Officer relationships – what do Cabinet and Senior Officers expect from each other and the development of relationships • Forward Work Planning • Relationships between Cabinet and Scrutiny • Roles of officers and members • Getting all Members of Council to understand their roles and responsibilities and how they are part of / contributors to delivering the Council's improvement • Chairing skills for committee chairs • Scrutiny committees – roles and responsibilities • Training for Scrutiny Working Group Lead Members – chairing skills and leading groups 	Democratic Services (with WLGA)			Members Development Programme agreed with political leaders and Ian Bottrill/ Geoff Burrows for training covering several areas over the next 3 months and dates are set in a Programme Evidence in form of the training programme and slides obtained 19.01.2018
	A5	Proposal for renewed coaching offer for Cabinet Members / Political Group Leaders and Scrutiny Working Group Lead Members.	Scrutiny Manager and Head of Democratic Services	December 2017	March 2018	Informal arrangements have been with the Leader Other coaching will be made available to Cabinet Members if required

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>The outcomes of the Development Programme with Ian Bottrill will be used to identify the requirements</p> <p>WLGA Mentoring scheme is in place and available to all Members</p>
<p>Elected members need to be clear about the vision for Children's Services and recognise this as a high-risk area for the council. To support this, members need training to understand the direction of services and the particular risks inherent in Children's Services.</p>	A6	Children's Services to provide a briefing to Members Development Day that sets out the direction of services and the inherent risks in Children's Services.	Head of Children's Services		November 2017	<p>Members Briefing Session on Children Safeguarding - 43 members in attendance</p> <p>Elected Members are being helped to develop a greater understanding of the inherent risks in Children's Services</p> <p>Children's Services have been recognised as a high-risk area for the Council and they are beginning to receive full corporate support so that delivery of high quality services is ensured</p>
	A7	To develop a Children's Services training module to be part of the member's induction process.	Head of Children's Services		23 rd February 2018	<p>Cabinet and elected members have attended members briefing session to develop a clear knowledge and understanding of their Corporate Parenting responsibilities</p> <p>Training module has been planned over 3 sessions to cover the following; PPD Brief; Safeguarding; Corporate Parenting, Children and young people.</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>Members are planning to meet the different teams</p> <p>Letter has been drafted to Cllr Rachel Powell to members to request their preferences for which teams they would like to visit</p> <p>Bond Solon have been commissioned to provide Corp Parenting training to all Senior managers across the organisation, Partners and all members. These dates have been arranged for 22nd and 23rd February 2018</p>
<p>All elected members have a clear understanding of, and are able to fulfil, their corporate parenting responsibilities.</p>	A8	Information and performance data to be provided to elected members to enable them to discharge their Corporate parenting responsibilities to be provided to all elected members.	Head of Children's Services		January 2018	<p>A suite of sentinel indicators has been developed which all elected members can access directly on a monthly basis. The new Corporate Parenting Group will be reporting to all members via the Cabinet and Scrutiny arrangements</p> <p>Dashboard developed for Improvement Board. Dashboard will be used to report to scrutiny</p> <p>Scheduled of scrutiny dates have been agreed and reporting timescales confirmed</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	A9	Cabinet Members to attend Corporate Parenting Group meetings as set out in the Terms of Reference.	Acting Chief Executive	Sept 2017	November 2017	<p>Invite has been extended to all Cabinet members to play an active role at Corporate Parenting Group to ensure the Council discharges its Corporate Parenting Responsibilities</p> <p>Cabinet attended the Corporate Parenting meeting and have a schedule of future dates to July 2018</p>
Implementing the requirements of the Social Services and Well-being (Wales) Act 2014 so there is understanding at a corporate level in relation to the delivery of information, advice and assistance.	A10	Provide an Information, Advice and Assistance (IAA) briefing to members.	Acting Chief Executive		March 2018	<p>Presentation prepared</p> <p>Presentation to be given at HofS and Management Team 21.02.18</p> <p>This will be Presented to Cabinet / MT on 16th January 2018.</p>
	A11	Implement regular reporting under the Corporate Improvement Plan for delivery of IAA.	Acting Chief Executive		May 2018	<p>Date moved from November 2017</p> <p>Needs to be rescheduled in line with development work being undertaken at A12.</p>
	A12	Undertake a mapping and gapping exercise across the Council for all IAA functions.	Director of Social Services		March 2018	<p>The Children and Young People Partnership has made this a priority action, within the work being done to develop prevention and early intervention across all public services. A workshop is being arranged for January. We anticipate that it will be possible to</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						merge Infoengine and DEWIS from January, with the potential to link in with the NHS 111 service
Effective Scrutiny processes contributing to challenge and accountability.	A13	Core training in Scrutiny skills and approaches. Design 2018/19 scrutiny programme to trial and test new ways of working, in line with a programme of strategic inquiries, including performance management of the Children's Services Improvement Plan.	Scrutiny Team	Sept 2017	April 2018	<p>Scrutiny work programme has been revised. It is reviewed every month by the Joint Chairs Steering Group</p> <p>Review of Scrutiny Service was completed July 2017 and agreed by MT. Recommendations are in progress and awaiting resource allocation</p>

Priority Improvement Area B: Officer Leadership

CMT Sponsor: Acting Chief Executive

Improvement Area B: Officer Leadership

We need to identify ways to make the governance stronger around support services so that they are managed effectively and consistently. We want to drive culture change throughout the council – ensuring that we do the right things in the right way.

We will closely link budget and business planning processes, to develop a sustainable Council Operating Model. This work stream aims to:

- Redesign how we deliver services

Understand the demand from our service users and look at what drives it

Look at how we can work with partners to deliver services differently

One of the key 'design principles' for the Council Operating Model will be use of demand management as a way of redesigning services. For us, demand management means understanding the reasons for the levels of take-up and use of our services, understanding who uses our services and finding out what people really need. This changes how we interact with people, how we plan and manage our services and what we actually provide.

Planning processes will establish what new services will look like, the levels of service they will offer and how the processes in the services will be changed and managed to be more efficient.

Success Criteria

- Meeting people's needs for good services is a clear focus for councillors, managers and staff
- Services are well-led, direction is clear, and the leadership of change is strong. Roles and responsibilities throughout the organisation are clear
- Creation of over-arching service improvement strategy, within the Council's Performance Management Framework
- Running a service "health check" approach - to include on a selected basis, "mystery shopper" exercises - to ensure all services are at least at a good level of performance and achievement
- Redesigning of corporate services to meet new requirement of one highly performing Council
- Effective cultural change programme explaining standards, public service values and customer/citizen focus, allied to a business - like approach, being inspired by work etc
- Senior and middle management recognisably reflecting corporate style and values

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
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Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Creation of over-arching service excellence strategy for whole council	B1	Refresh performance framework for securing service improvement	Strategic Business Manager		November 2017	Agreed by SOB 24.01.18. The published document obtained as evidence
	B2	Creation of “dashboard” approach to reporting key performance indicators	Strategic Business Manager		November 2017	Management Team live 13.12.17 Now moving to BAU and further development will be monitored through BI Programme Board Evidence is live system
Ensure that the Council has permanent senior managerial capacity appropriate to the size of the organisation, enabling it to continue to deliver on service improvement, the Council Operating Model and normal council business.	B3	Confirm interim roles and responsibilities of the Council Management Team in line with improvement plans	Acting Chief Executive		November 2017	Completed Minutes to be obtained for evidence and staff comms
	B4	Confirm roles and responsibilities of the Council Management Team and Heads of Service levels of the Council, in accordance with statutory duties and requirements.	Acting Chief Executive	Not started	April 2018	
	B5	Production of revised management structure proposals, agreement to new structure, implementation and completion of all top tier appointments.	Acting Chief Executive	Not started	September 2018	
Accurate, well evidenced self-evaluation of services.	B6	New ACRF and Estyn self-evaluations	Directors of Education & Social Services	December 2017	March 2018	Estyn self- evaluation Document due to be pulled together end of January 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Redesigning of Corporate Services to meet the requirements of one highly performing Council.	B7	Review to consider: <ul style="list-style-type: none"> • Defining enabling role of business partners and support teams • Long-term Customer Service, ICT and Digital Strategy for the Council to include investment and savings opportunities • Strengthening impact of performance team • Strengthening focus of HR and OD function of both strategic and transactional activity • Health check of financial management and internal audit functions • Health Check of Communications function • Health Check of ICT functions • Health check of Legal Services • Holistic review of Commercial Services in supporting commissioning and procurement across the organisation to include; procurement, contract and account management, third 	Director of Resources	December 2017	April 2018	Workshops in progress and scheduled throughout January and February with respective corporate support functions aligned to each action point Customer Services & ICT Digital Strategy – First Web / CRM processes are now 'live' in the HT&R service area providing improved customer satisfaction through more accessible and understandable information, improved communications between the customer and the council and a full audit trail of all requests

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		party spend and commerciality				
Effective cultural change programme explaining standards, public service values and customer/citizen focus, allied to a business - like approach, being inspired by work etc.	B8	<p>Key elements could be:</p> <ul style="list-style-type: none"> • Inclusive and intensive engagement programme to involve staff across the across Council on the Council Improvement Plan and Vision • Embedding common management approaches, reinforced by cultural programme key messages focused on customers and citizens • Using council performance management framework to set high standards and aspirations • Using coordinated presentation to communicate key messages symbolically e.g. actions not words • A visible and outward looking senior management team • Building leadership capacity throughout the organisation 	Council Management Team		April 2018	To be discussed with Head of OD and interim Director of HR

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Running a service "health check" approach - to include on a selected basis, "mystery shopper" exercises - to ensure all services are at least at a good level of performance and achievement.	B9	Schedule programme of review of key services, using perception tools and including use of Youth Forum and other stakeholder forums (e.g. Schools Forum) where appropriate.	Strategic Business Manager, CYPP Coordinator & Youth Engagement Team		Renewed programme from September 2018	
Senior and middle management recognisably reflecting corporate style and expectations.	B10	Appointment of senior staff to meet behavioural, professional excellence and integrity standards with focus on efficiency and value for money.	Head of OD	December 2017	April 2018	Refer to C1, C11 - 15
	B11	Renewed management development programme, including use of external opportunities.	Head of OD		September 2018	Refer to C14, 15
Enhanced capacity of senior staff and corporate operation of the authority supported by management governance mechanisms and disciplines.	B12	Refine terms of reference and operating arrangements for key management processes, including Council Management Team and Heads of Service Groups.	Strategic Business Manager		January 2018	Revised ToFR drafted for MT, evidence provided EMT ToFR agreed by SOB 23.01.18 HofS will be completed by end of Jan
	B13	Reinforcement of leadership and management values through workshops.	Council Management Team		February 2018	Refer to C11 -15 as maybe dependent on their delivery

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	B14	Review current levels of management qualification and training of top two tiers.	Head of OD		April 2018	Refer to C11 -15
At a corporate level, the Local authority must establish systems and structures to effectively monitor and evaluate progress within Children's & Adults Social Care.	B15	Refresh the Corporate Performance Management Framework.	Strategic Business Manager/ Head of Children's Services		November 2017	New PMF agreed by SOB 23.01.18. Refer to F1

Priority Improvement Area C: Workforce Strategy

CMT Sponsor: Strategic Director - Resources

Improvement Area C: Workforce Strategy

As part of a “one Council” approach, the Council will need the right numbers of people in the right roles with the required capabilities to deliver improvement. We recognise that these requirements will change as our priorities and plans change.

(See also C20-26 of the Children’s Services Improvement Plan)

Success Criteria

Renewed approaches to:

- Organisational Design
- Workforce Planning
- Attracting and recruiting staff
- Leadership and Management Development
- Performance Management of People
- Workforce Development
- Pay Reward and Recognition
- Workforce Health and Wellbeing

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen Organisational Design.	C1	Review management model to consider the values placed on technical skills versus management role.	Head of OD	February 2018	April 2018	
	C2	Review Council Services in order to align them with Vision 2025 delivery	Acting Chief Executive & Council Management Team	May 2018	June 2018	
	C3	Define structures based on service delivery.	Head of OD	October 2018	December 2018	
Strengthen Workforce Planning.	C4	Develop a 5 year strategic workforce plan that meets future labour market	Head of OD	October 2018	December 2018	

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
		challenges and a changing service delivery model				
	C5	Develop operational workforce plans at a service level including having a planned approach to those leaving the organisation through retirement etc.	Head of OD	November 2017	April 2019	<p>Toolkit assessments completed by January 2018</p> <p>Plans based on current structures in place by April 2018</p> <p>Plans for future structures April 2019</p> <p>2 returns received at 04/01/18</p>
	C6	Embed workforce planning as part of the business planning cycle – using 6 steps methodology	Strategic Business Manger	Not started	April 2019	
	C7	Have a robust approach to exit interviews to understand reasons for leaving	Head of OD	November 2017	April 2018	<p>Automated questionnaire sent to leavers to complete</p> <p>Themes will be reported on a quarterly basis, too early for a report currently</p>
Improving how we attract and recruit staff	C8	Review and redesign recruitment processes	Head of OD	December 2017	September 2018	Process reviewed and mapped, recommendations being considered for April 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
		Phase 1 modify current processes in house including improving on-boarding Phase 2 fully redesigned automated system				Phase 2 dependent on resource availability in the iTrent Systems team availability in the iTrent Systems team
	C9	Values Based Recruitment Approach	Head of OD	January 2019	June 2019	
	C10	Develop an approach for recruitment campaigns (attracting potential employees)	Head of OD	November 2017	September 2018	All Powys Video launched Rolling advert for social care workers Increased use of social media
Strengthen Leadership & Management Development.	C11	Review of current leadership framework.	Head of OD	July 2018	September 2018	
	C12	Review competencies and behaviours required of leaders at all levels.	Head of OD	April 2018	June 2018	
	C13	Develop management induction training ensuring managers at all levels understand their responsibilities.	Head of OD	January 2018	January 2018	Programme in development will be ready to implement after 31 Jan
	C14	Ensure all managers have had leadership and management training. Introduce an internal 'Certificate to Practice' for all Managers based on competencies.	Head of OD	October 2018	December 2019	To follow review of leadership framework, date TBC This solution needs to be clarified following review of leadership framework

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen delivery of Performance Management of People.	C15	Define a Performance Management of People accountability framework.	Head of OD	September 2018	December 2018	
	C16	To ensure that each member of staff receives and 90 day / IPR conversation.	Head of OD	April 2015	Ongoing	<p>Corporate Target is 70%</p> <p>Baseline 62% as of September 2017</p> <p>Moved to recording on Trent, currently at 15.12% Q3</p> <p>Data indicates a dip, but likely to be because managers are not recording IPR on the system, hence Amber RAG</p> <p>Comms to be sent out to all staff reminding them of requirement</p>
	C17	Clarity and measurement of individual objectives aligned to organisational objectives.	Head of OD	July 2019	TBC	<p>Need to understand the mechanism for measurement of this</p> <p>Requires change of end date, dependant on C15 suggest complete July 2019</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen delivery of Workforce Development.	C18	Clearly defined induction including corporate mandatory training and service specific requirements.	Head of OD	December 2017	April 2018	Staff handbook reviewed Paper to Council Mgt Team/HoS on corporate mandatory training in 17 Jan 18 Service mandatory training defined by April 2018
	C19	Defined succession plans / career pathways.	Head of OD	TBC	September 2020	
	C20	Understand current skills within the organisation in order to best utilise people resource	Head of OD	June 2018	December 2018	
	C21	As part of workforce planning identify future skills and capabilities required.	Head of OD	February 2019	April 2019	
	C22	Review training delivery / offer available to staff, ensuring best fit with business need and enables staff to perform in their roles.	Head of OD	April 2019	September 2019	
	C23	Increase the use of graduates, trainees and apprentices throughout the organisations	Head of OD	September 2017	April 2019	Apprentice Scheme Launched November 2017 Recruiting schedule for apprentices released for 2018 Three posts advertised December 2017

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Renew Pay Reward & Recognition.	C24	Review current approach to pay and grading, (JE)	Head of OD	July 2017	May 2018	Draft proposal in place for grades 1-14 for JE methodology with Director of Resources for consideration
	C25	Review current Terms and Conditions of Service to consider any efficiencies	Head of OD	TBC	December 2020	
	C26	Develop a staff benefits package.	Head of OD	November 2017	April 2018	Implementation from April 2018 Paper to Resources Mgt Team November 2017
	C27	Review the link between performance and pay.	Head of OD	December 2018	July 2019	Date changed from December 2018 as dependent on outcome of C15
	C28	Talent mapping / programme.	Head of OD		December 2020	
Strengthen Workforce Health & Wellbeing.	C29	Define a wellbeing offer for staff.	Head of OD	February 2018	April 2018	
	C30	Review policies to ensure they reflect the health and wellbeing of our staff.	Head of OD	February 2018	September 2018	

Priority Improvement Area D: Strategic & Financial Planning
CMT Sponsor: Strategic Director - Resources

Improvement Area D: Strategic & Financial planning

It is essential that financial decisions are undertaken at a whole Council level, providing a more transparent view of the Councils available resources, ensuring the financial impact of decisions across the whole Council are understood and the effective alignment of resources across both Capital and revenue budgets to deliver the Vision 2025 is delivered. The Council needs to strengthen the links between the strategies, policies changes and plans for services, with the medium and long-term financial plan, showing what we want to achieve and how we intend to achieve it, alongside affordability and sustainable benefits.

The model for delivering priority services, its infrastructure and resource needs to deliver future priorities are affordable within available finances. Effective strategic planning is crucial to help us develop well-considered and sustainable responses to financial pressures.

We must ensure that our medium term financial plan identifies the major financial risks and key assumptions, with senior officers and councillors owning service aspects, from which they should be subject to effective scrutiny and challenge before adopting the plan.

Services need to work out the most cost-effective ways of using the resources at their disposal to deliver their goals, and where necessary identify what can be stopped or reduced.

The Council needs robust information to support the detailed analysis needed to link the vision and objectives to the delivery of plans.

The Council should regularly review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.

Success Criteria

- A comprehensive Medium Term Financial Strategy and 5 year Financial Plan which considers all of the financial requirements of the Council
- Effective planning, based on good information is an efficient and effective way to supporting tough choices and developing clear priorities
- Strengthened financial-planning arrangements which align key strategies such as ICT, workforce and asset management plans with the MTFS for both Revenue and Capital expenditure
- Comprehensive multi-year fully-costed plans which underpin and cover the 5 year period of the MTFS
- Savings proposals that shift from traditional type savings to transformational savings ensuring that the timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned
- Funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan
- A comprehensive reserves strategy which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFS
- An organisation which has appropriate financial skills to plan and manage its resources effectively
- A resilient and modern Financial Services offer that is resourced and fit for purpose, with a depth of financial expertise, skills and ability to support the development agenda and underpinned by effective systems
- Timely and effective financial information to assist the Council in its commissioning role, provide evidence to demonstrate value for money,

We will strengthen budget setting and monitoring arrangements to ensure financial resilience; and review the coverage and effectiveness of our internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems.

We must ensure that the whole organisation has the necessary financial skills to undertake their responsibilities.

The council will ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFS at the pace required.

and provides financial and management accounting information better aligned to activity and performance data

- Appropriate and efficient systems and procedures to facilitate robust and effective financial management and decision making

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Strengthen Financial Planning Arrangements.	D1	Medium Term Financial Strategy developed clearly aligned to the 2025 Vision.	Head of Finance	April 2017	January 2018	MTFP, MTFS, FRM, Capital programme saving plans and strategies to be reviewed to align with Vision 2025. MTFS document must be completed by the end of January to submit to Cabinet. Agreement with DP to refresh current strategy with proviso that strategy will be reviewed to further develop and improve the viability of the strategy to meet the budget.
	D2	Development of a modern 5 Year Budget Plan for Revenue and Capital.	Head of Finance	May 2017	January 2018	5 year rolling programme will be in place which will be going to Cabinet in 30 th Jan and full council in February.
	D3	Clearly defined Financial Framework and timetable.		May 2017	30 th November 17	Timetable is in place, finance scrutiny panel building scrutiny, financial planning and budget setting into their work programme. Starting to build 19-20 budget timetable.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D4	Development of Directorate FRM's covering the 5 year cycle (link to grid C-Strengthen Organisational Design).	Finance Business Partners	November 2017	31 st March 2018	Directorate FRM's introduced (not sure if aligned to 5 year cycle). 18-19 plans complete, further development of the next 4 years is currently being undertaken.
	D5	Forecast the use of reserves over the MTFP period and update the reserve policy accordingly	Deputy H of FS	May 2017	Jan 2018	5 year forecast of the use of reserves has been created. A holistic approach to budgeting will continue to ensure the forecast is continually reviewed and maintained.
	D6	Undertake a Risk Assessment of the Financial Plan.	CIPFA / WLGA	December 2017	January 2018	CIPFA consultant in the middle of the assessment - 15 th Jan to conclude
	D7	Service savings targets set for income and cost improvement opportunities can be achieved in planned timescales and are sufficiently well developed for inclusion in the annual budget.	Directors and Heads of S	April 2017	December 20 th 2018	Income and cost improvement board is in place but as of yet there have been no savings identified or delivered.
	D8	Use of ASC budget review to strengthen future needs of the service.	Marie Jones	Oct 17	31 st January 2018	LD review completed and agreed by service. MH and PD to be completed by 31/1/18. Recommendations that will facilitate efficiencies and remove silos need to be taken forward by service
Develop a Resilient and Modern Financial Service.	D9	Actions identified within the Financial Services Improvement Plan: <ul style="list-style-type: none"> Fill all new senior posts to provide financial resilience 	Deputy H of FS	September 16	March 2018	Service has appointed to 2 senior posts including a new deputy head of finance, and a finance manager of Place (had two people rescind offers of jobs). Still senior vacancies to fill and maternity cover to plan for.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		<ul style="list-style-type: none"> Further training of qualified staff to upskill in commercial and customer focus need 				<p>Further training being undertaken for all business partners who are undertaking the business partner qualification. 4 trainees undertaking professional accountancy courses.</p> <p>Adhoc course being completed dependant on need and demand.</p> <p>Finance Business Partner undertaken by 6 qualified staff – broad ranging course covering integrity, emotional awareness, the role, communications etc</p>
	D10	Customer questionnaire to ensure fully understand the standard of the service and customer satisfaction.	Deputy H of FS	Feb 2018	March 31 st 2018	Awaiting post holder to join the council with a start date of February. Once in post they will take this work forward as their first action.
Improve Financial Skills of Whole Organisation.	D11	<p>Training Plan written, needs to be implemented across the council, includes:</p> <ul style="list-style-type: none"> Managing revenue and capital budgets Using the finance system Commercial accounts VAT, income Schools financial management 	Accountants	September 2017	December 2018	Training plan is drafted and has commenced to meet all the needs identified.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Income Generation.	D12	Budget Seminars for Wider Council Officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.	Heads of Service	May 2017	Jan 2018	Seminar completed in January with 2 further seminars to follow with full council. Induction and training have been completed. Workshops and budget seminars held with members. Current round ends January but will continue periodically moving forward, dates are being included in the forward work programme for Cabinet and full council.
	D13	Series of workshops for Cabinet development across all financial area.	Head of Finance	May 2017	Jan 2018	This round will end in January but will continue periodically moving forward dates are being included in the forward work programme for cabinet and full council.
	D14	Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.	Head of Finance	April 2017	Jan 2018	Income policy is now in place. Continued development of pricing and charging strategies which have been signed off by income and cost improvement board.
	D15	Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position. Budget debate about savings from ceasing these service areas.	Deputy H o F	Dec 2017	March 2018	Purchased CFO insight through CIPFA which is a benchmarking tool providing information across all service areas and comparison across the UK. This will enable informed decision making with robust data to aid the reduced level of funding being faced by the Council. Finance staff currently being trained to use the system.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D16	Improve management of performance, governance and accountability by: <ul style="list-style-type: none"> Regularly reporting any changes to charges to scrutiny committee(s) Improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives Benchmarking and comparing performance with others more rigorously Providing elected members with more comprehensive information to facilitate robust decision-making 	Accountants	April 2017	Jan 2018	This forms part of the income policy. This will ensure that services comply to the policy with regular review of their charging benchmarks compared to other authorities. The fees and charging register will form part of the budget setting process.
	D17	Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.	FBPs	April 2017	March 2018	Limited progress on this, however further development and provision of information which will form part of the monthly budgeting.
	D18	Progress the development of opportunities through the Income and Cost Improvement Board.	Head of Finance	April 2017	December 2018	A number of opportunities have been identified and business cases are being developed to take the work forward but progress is slow. This wasn't achieved in 17-18 but will continue into the 18-19 budget. A reduction in the target is being considered as part of the budget process.
New Finance System.	D19	Financial System procured in collaboration with other Welsh Authorities.	Deputy H of F	April 2017	December 2018	4 authorities currently on board with a further 4 interested in drawing down the framework afterwards.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Improve the provision of financial Information.	D20	PQQ phase to short list for Lot 1 – 3.		April 2017	November 2018	Final tender process finishes by 31/1/18
	D21	Implement new System and train users.		April 2017	December 2018	
	D22	Work with BI to provide both financial and activity data for managers.	Head of Finance	April 2017	April 2018	Some financial dashboards Linking with activity data to be completed by end of April 2018
	D23	Annual benchmarking information to facilitate challenge through CFO Insights database.	FBPs	December 2017	November 2018	Some initial benchmarking work undertaken to support budget setting process but will be built upon with forward planning process.
	D24	New Financial system will provide dashboards and online information.		April 2017	2019	Dependant on D19
	D25	Training for accountants in report writing and presentations.	Deputy Hof FS	April 2017	June 2018	Public speaking course completed. Further courses to be undertaken on report writing and presentations Date extended due to other work commitments

Priority Improvement Area E: ICT & Business Systems

CMT Sponsor: Strategic Director - Resources

Improvement Area E: ICT and Business systems

Individuals and staff can access digital services they need in an efficient, effective and agile manner. We will encourage people to think Digital First in any proposed changes and service improvements. This will be achieved through high quality effective and efficient ICT support services, products and infrastructure that is robust safe and fit for purpose.

Success Criteria

- Promote a digital first and agile ready approach to transformation activity
- Creating a joined up hub of integrated systems that through electronic integration remove duplicate data and manual reconciliations
- Reduce legacy back office systems through access to the corporate hub, sharing and integration to ICT standards
- Improve and maintain the Councils ICT infrastructure taking advantage of the latest cloud technology, ensuring our data remains safe and secure
- Improve our ICT responsiveness with ICT service targeted to the priorities of both Powys County Council and Powys teaching Health Board.
- Implementation of the joint WCCIS

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Corporate Hub of integrated systems.	E1	Introduce modern up to date financial processes linked to business activity. i.e: Replace finance system	Head of ICT	June 2017	March 2019	System is currently in the process of procurement and being tendered. Tenders will be evaluated Jan 18 with the preferred contractor awarded Feb 2018
	E2	Enable the information we hold to be secure, safe and accessible with retention and duplication managed by the systems. i.e: SharePoint	Head of ICT	April 2017	June 2018	SharePoint (Cloud based) System is available. There remains some issues getting to rollout stage. It is Anticipated that full operation will be live Q4 17/18

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	E3	Transform our business processes through improved digital capability and access to our customers to enable self-service for the digitally enabled and assisted service for those who are not. Ensuring this work focusses on end to end processes to enable efficiencies within the back office through wholly digital transactions and processes. i.e: Web platform (External)	Head of ICT	April 2017	2018	Partially Live with HTR end of January Next phases in discussion for start of phase 2 (income and awards)
	E4	Join our HR systems to the corporate hub to remove duplication and manual processes. i.e: iTrent	Head of ICT	August 2017	Jan 2018	Currently experiencing Issues with main supplier (Midland HR). Progress was made in a meeting held on 12/01/2018.
	E5a	Ensure WCCIS functionality is supporting and recording social care practice and process improvements.	Head of ICT / Director of Social Services	April 2017	March 2019	Live. Additional modules 2018/19 System is now live – further work is ongoing on integrated process improvement which will enable maximised benefits across both PCC and PtHB.
	E5b	Further develop the National Health and Social Care system to enable further integration of teams and processes, sharing of client records and improved business intelligence in support of decision making.	Head of ICT / Director of Social Services	April 2017	March 2019	Live. Additional modules 2018/19 Improved outcomes for both PCC and PtHB
System rationalisation.	E6	Remove redundant legacy systems as more services use the corporate hub.	Head of ICT	December 2016	2020	This element of work will be continuously ongoing through

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Robust safe and fit for purpose infrastructure.		Reducing complexity, manual interfacing, support and contract costs.				the duration of the plan. There are 2 approaches this work seeks to achieve, first is to make use of the corporate hub to decommission systems. The second approach seeks to rationalise systems and make best use of systems within organisation.
	E7	Support the re-procurement of legacy systems (where needed) integrating them to the corporate hub of systems.	Head of ICT	December 2016	2020	Planning & building control system live April Housing placed into plan 2018/19 Finance system planned (refer to E1 above)
	E8	Replace infrastructure to ensure the IT systems remain robust, supportable and safe in support of service business continuity. i.e 2017/18 kit replacement	Head of ICT	April 2017	March 2018	Replaced core switch Redundant switches VPN replacement (being reviewed)
	E9	Modernise infrastructure to future proof our ICT capability and support services in taking advantage of new and emerging IT opportunities e.g. skype for business. i.e improving infrastructure 2017/18	Head of ICT	April 2017	March 2018	VOIP Project Wi-Fi improvements Office 365 (End date TBC 18/19)
	E10	Cyber security improvements.	Head of ICT	April 2017	December 2017	Cyber Improvements – firewalls Cyber review and gap analysis undertaken for 2017/18 work this has now been completed

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						and will be reviewed again 2018/19
Improve ICT service through the adoption of ITIL processes and governance	E11	Improve our ICT services and improve our engagement with stakeholders.	Head of ICT	April 2017	March 2018	This work is to look at the IT service management and service control moving into the whole of the IT Service. The review will seek to identify new processes, new structures and new jobs. Formal consultation currently in progress.

Priority Improvement Area F: Performance Management
CMT Sponsor: Strategic Business Manager

Improvement Area F: Performance Management	
<p>Clearly understood responsibilities and accountabilities across the organisation for the management and delivery of outcomes</p> <p>Effective Business Intelligence that drives performance improvement</p> <p>Individual training, responsibilities, and performance reviews linked to the objectives of the organisation</p> <p>Leadership and Management</p> <p>Governance, monitoring and reporting</p> <p>(See also D5-9 of Children's Services Improvement Plan)</p>	<p>Success Criteria</p> <ul style="list-style-type: none"> • Everyone has clarity of what is expected. Providing effective management, leadership and accountability at all levels of the organisation. Responsibility for improvement taken at every level. • Using business intelligence has moved the council (and its partners) from performance management to performance improvement by enabling the leadership and management to: <ul style="list-style-type: none"> ○ Effectively measure, manage and evaluate services ○ Direct strategic plans and policy by understanding why things have, or are likely to change ○ Provide robust information to stakeholders ○ Well informed decision making and management of risk • An understanding of direction - employees set their objectives which support the organisational goals empowering ownership of how individual performance is delivered. Continuous improvement - higher performing teams, reduced employee turnover, fewer mistakes and increased ability. • Leaders and Managers act on the information received directly to their desktop, periodically via agreed dashboards. Managers take responsibility for interpreting the information received ensuring resources are deployed where required. • Planned direction for the Council is monitored and challenged ensuring performance is managed effectively. Issues leading to consistent poor performance are understood, impact on outcomes including savings is understood and remedial actions are put in place to bring performance back on track.

Recommendation	Ref	Action	Lead	Start Date	Timescale / Progress BRAG
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Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Establish systems and structures to effectively monitor and evaluate progress.	F1	Refresh the Performance Management Framework.	Strategic Business Manager to the Chief Executive		November 2017	PMF has been refreshed and tested with Jack Straw (Independent Chair of Improvement Board).
	F2	Approve the Performance Management Framework.	Strategic Overview Board		January 2017	Agreed by SOB 23.01.18. PMF and Minutes obtained as evidence.
	F3	Communication message on the importance of the Performance Management Framework.	Senior Manager, Chief Executive and Member Services	December 2017	January 2018	Comms have commenced drafting the message following sign off of document on 23.01.18 at SOB
	F4	Implement Performance Management Framework.	Acting Chief Executive	January 2018	March 2018	Commenced following approval 23.01.18. To be reviewed at end of 2018/19 financial year Governance set up 2018/19 Reporting Schedule agreed Performance Management aligned with live dashboards and will move to BAU

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	F5	Performance Management/Constructive Challenge Training; Cabinet, Management Team, Heads of Service, Senior Managers.	Acting Chief Executive	January 2018	March 2018	Workshop session with Ian Botrill planned for Cabinet and MT HoS and SM to be looked at
Relevant and accurate performance and quality assurance information.	F6	Reporting – A suite of standard, integrated and interactive desktop reports for users across the organisation that provide the knowledge to manage service delivery and the capability to drill through layers of information to identify areas for priority focus. (Key Systems: Finance; Trent; GOS; BI Reporting)	Strategic Programme Manager (BI) / Head of Finance / Head of Workforce / Head of Customer Services	October 2017	Dates vary according to defined requirements	Scheduled requirements meeting with Childrens and Adults. End dates will be confirmed once requirements are known TOP 5 KPIs for Adults and Children's Social Services launched at Member development session 29.12.17 Children's Improvement Board Dashboard built and on track for completion end of Feb WCCIS: 182 local dashboards created and live (Caroline Pears)

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Long term implementation managed via Effective BI Programme Board
	F7	Business Performance Management – Prioritised, automated reporting of performance management indicators to monitor service delivery.	Strategic Programme Manager (BI)		December 2017	Integrated Management Dashboard presented and is live Continued development managed via Effective BI Programme Board
	F8	Benchmarking – To build a single repository of cumulative data from multiple sources in order to provide historical insight.	Professional Lead – Corporate Insight		October 2018	
	F9	Improved quality of performance information provided by services and responsible leads ensuring that information is clearly articulated, complete to support effective monitoring and decision making	Strategic Business Manager		TBC	Actions requires some clarification Working on clarity of workforce data, but dependant on MHR/Corporate insight systems/finance. Arranging meeting early Feb to pull relevant people together to discuss how we can obtain clean and accurate data

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Staff and services meet the standards that have been set for them.	F10	Baseline standards are set.	Head of OD			Refer to C16
	F11	Supervision / Individual Performance Reviews are undertaken monthly / 90 days.	Head of OD			Refer to C16
	F12	Quality assurance – feedback from citizens of Powys	Senior Manager, Chief Executive and Member Services			Clarification required on action and possibly moved to Communication section
Strengthen the oversight of the response to complaints to improve reporting and analysis and ensure there is a mechanism to capture lessons learned.	F13	Complaints process – implement the GOSS content management system to support and facilitate the monitoring of one Corporate Complaints process.	Director of Resources	2017	March 2018 (To be reviewed in accordance with Phase 2)	<p>Training Programme currently being planned</p> <p>Update in staff guidance going to delegated decision</p> <p>Phase 1 will be completed end of Feb</p> <p>Phase 2 and 3 to be implemented</p>
	F14	Complaints lessons learned – programme quarterly updates/shared learning at Management Team/Heads of Service meeting.	Strategic Business Manager to the Chief Executive	2017	February 2018	<p>Complaints process refreshed to commence end of Feb 2018</p> <p>Dates area:</p> <p>5.01.18</p> <p>09.04.18</p> <p>09.07.18</p> <p>08.10.18</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Progress update to MT 24.01.18

Priority Improvement Area G: Communications Strategy

CMT Sponsor: Senior Manager (Chief Executive & Member Services)

Improvement Area G: Communications Strategy

We plan to improve our communications and engagement with residents, staff and key stakeholders.

Over the next year we hope you will see evidence of better engagement and communication with internal and external stakeholders. We want you to feel that you have had more involvement, where and if you want it, in helping us design our future council and to find solutions to the difficult decisions that we have to make. If you work with us as a partner, we hope that you feel that we are showing signs of behaving as a better partner.

Success Criteria

- External Communication & Engagement that promotes trust in the Council
- Strategic, agile, well-organised, value for money Council communications able to use a variety of media to share information and key messages
- Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognise and support external communications messages

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
External communication & engagement that promotes trust in the Council.	G1	Review of communications and engagement service to ensure alignment with Vision 2025 and organisational priorities. Develop review brief and appoint review consultant.	Senior Manager- Chief Executive & Member Services	January 2018	Dec 2017- January 2018	A team away day planned for 8.12.2017 to develop specification and potential consultant identified

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>Delegated decision Paper was approved in December.</p> <p>Consultant commences work in February 2018 .</p> <p>Evidence of consultants brief provided, date for meetings are: 13-15 Feb and 2 & 5 March</p>
	G2	Create overarching Council communications and engagement plan setting out clear objectives and priorities for Communications Team and Services to deliver, following review of service.	Senior Manager- Chief Executive & Member Services	January 2018	March 2018 (dependent on completion of initial review).	<p>To follow on from review above</p> <p>First draft following the away day which will now follow a process of quality assurance.</p>
	G3	<p>Following review agree suite of top level communications and engagement plans to form the priorities for the Communications Team, including the following campaigns:</p> <ul style="list-style-type: none"> • Vision 2025 • Values • Children's Services Improvement • Adult Services Improvement 	Senior Manager Chief Executive and Member Services	January 2018	June 2018	

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		<ul style="list-style-type: none"> Schools Service Post Inspection Action Plan Corporate Leadership and Governance Improvement Performance Management Framework The programmes <ul style="list-style-type: none"> Economy Education Health and Care Engaging Communities Corporate Employee Engagement Budget Agile – changing how we work Transformation – changing how we deliver services <p>Top level plans to be actively owned by respective programme boards and reviewed annually.</p>				
	G4	<p>Creation of programme of citizen engagement as part of Communications Plan. Develop a different way of engaging with people around the difficult challenges we are facing, e.g. Annual Resident Satisfaction Survey, 'Taking the Council to the People' roadshows and digital approaches including Delib Dialogue tool. This new approach will form the basis of an ongoing programme which we will continue to develop and implement across the whole organisation</p>	Senior Manager- Chief Executive & Member Services	January 2018	January to June 2018 (dependent on completion of initial review)	<p>Map with Residents and Communities Programme</p> <p>Communications and engagement plan and strategy will inform the work to be undertaken by the comms team.</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		with clear priorities for the Communications Team and those delivered at Service level. Scope to be informed by Communications and Engagement Review. Include review of current resources to support Corporate Engagement.				Delib dialogue tool dependant on the timing of the budget.
	G5	Develop monthly brief for Members to present at Town and Community Council meetings to include a synopsis of major news over the previous month as well as round-up of council decisions.	Communication s Manager	December 2017	January 2018	Issued to Portfolio Holder for Approval in January and will be publicised on a monthly basis
Strategic, well-organised, value for money Council communications.	G6	Review internal and external communications best practice as part of the communications and engagement review and test whether a strategic partnership with another organisation will assist development and improvement.	Senior Manager – Chief Executive and Member Services	December 2017	March 2018 (dependent on appointment of review consultant)	Will follow on from review of Communications and Engagement above AR to look to create a date with the lead Paul Mathews in Monmouthshire
	G7	Make best use of the existing resources within the organisation to deliver communications in a more co-ordinated and effective way to include a review of service based communications, marketing and engagement staff incl. social care, housing etc.	Senior Manager- Chief Executive & Member Services	January 2018	March 2018 (dependent on appointment of review consultant)	Work to start in January 2018 Looking to create a proposed model and strategy for the comms team.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	G8	Explore options to commercialise the communications/engagement and Welsh Language services. Develop a service offer and promote through publicity materials and website. Test market demand for services.	Senior Manager Chief Executive and Member Services	January 2018	January – December 2018	Initial discussions have commenced Included in HWBS brochure
	G9	Develop a strategic approach to events management across the council to include an events strategy, review of resources, agreed programme of events supported by the council and event organisers designated.	Senior Manager Chief Executive and Member Services	December 2017	December 2018	Meeting commenced regarding Virtual Events group. Follow up meeting TBA Events paper has been to MT on 22.01.18
Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognise and support external communications messages.	G10	Launch new bilingual intranet.	Senior Manager- Chief Executive & Member Services	Oct 2017	September 2018	Initial awareness raising and requirements of new intranet conveyed to services in series of workshops and 1-1s with services. Have been held Next Phase to commence early 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Intranet design meeting set for 2018
						Sian Baird Murray to hold further workshops alongside roll-out
	G11	Programme of Council Management Team and Cabinet visits to operational teams to "listen and respond".	Council Management Team	December 2017	December 2017-December 2018	Programme has started and dates are in the diary for December 2017

Priority Improvement Area H: Partnerships

CMT Sponsors: Strategic Director – Place; Director of Education; Director of Social Services

Improvement Area H: Partnerships

We are developing our approach to reviewing the Council's investment in partnerships. This will focus on the outcomes we are trying to achieve from individual partnerships, how we contribute to enable their success and what impact they are having. Once we have completed this work and understand whether we need to change our role, withdraw or make a better contribution, we are intending to involve our partners more in our future plans. We will involve our partners in how we develop and implement the recommendations in this plan.

Success Criteria

- Ensuring the consolidation of partnership relationships
- Enhanced partnership arrangements with the third sector
- Achievement of an increasingly strategic approach to commissioning services

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Ensuring the consolidation of Partnership Relationships.	H1	Development & implementation of new partnership arrangements under the Public Service Board and Regional Partnership Board.	Director of Education/ Director of Social Services / Strategic Director - Place		November 2017	New partnership arrangements under Vision 2025 with clear terms of reference have been launched, including CYPP
	H2	Production of clear terms of reference including partnership values such as openness, transparency, learning, collaboration, safe and constructive challenge. These should be communicated and applied across the organisation and externally.	Director of Education/ Director of Social Services / Strategic Director – Place		December 2017	Terms of reference agreed for RPB and CYPP. Further work is being undertaken to align the RPB with the recently established partnership board for Children's Social Care Improvement

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	H3	Partnership workshops on shared mission, objectives and purpose of individual partnerships and how performance will be judged.	RPB and PSB Partnership Coordinators		January 2018	Workshops held Governance for RPB has been agreed (See AIP for evidence) and signed off
	H4	Develop self-evaluation process for partnerships, monitoring, measuring and learning by seeking and acting on feedback on performance from partners and being transparent about the results and outcomes.	RPB and PSB Partnership Coordinators		February 2018	Terms of Reference drafted Some partnerships have met, more due to take place
	H5	Review of commissioning state of play.	Director of Education/ Director of Social Services	December 2017	February 2018	Draft document been produced by PE and IB
	H6	CYPP to agree an Early Help Strategy and the shape of multiagency working to meet the needs of children and their families from universal to specialist services. Preventing family breakdown and building resilience are key themes for this work. The partnership is co-chaired by the Council and Health. The co-chairs are visible champions of a "whole system" approach.	Director of Education/ Director of Nursing	January 2017	April 2018	A workshop is planned for the end of January with Board on the Early Help Strategy
	H7	Establish effective joint scrutiny arrangements for Public Service Board, Regional Partnership Board and Joint Partnership Board	Scrutiny Manager	Not Started	February 2018	Awaiting decision on budget for extra resources

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Enhanced partnership with the third sector.	H8	Review current public sector/third sector/partnership agreements and protocols.	Director of Education/ Director of Social Services/Strategic Director – Place	2017	April 2018	The agreements were reviewed as part of a detailed review in 2016/17. A further review against Wales Audit Office guidelines is currently being considered by Management Team with a report due at on 24 TH January 2018 when further direction will be agreed
There is a need for clear strategic direction supported by operational protocols to enable partners to have a clear understanding of the purpose, structure and decision making in Children's Services.	H9	Develop a guide for partners around Children's Services to include threshold document, governance structures and personnel, key contacts and decision processes to be supported via Child Protection Fora.	Senior Manager - Child Care South & CWD / Senior Manager - Child Care North & PPD		December 2017	There is better understanding across partners about the strategic direction and operational protocols for Children's Services but this needs to be consolidated Timescale to be revised with a view to setting up Leadership & Governance working Group within Children's Services from 16 th January 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
A multi-agency child protection protocol should be established to support decision making on the need for assessments in statutory children's services. This needs to be understood by staff and partners and consistently applied. Multi-agency quality assurance systems and training arrangements are required to support this.	H10	Implement and fully embed the Regional Threshold Document across Children's Services and Partner Agencies.	Head of Children's Services		October 2017	Launched 2 nd October 2017 Threshold document published, process of rollout across stakeholders is underway Further training will be held with Children's Services staff around the Threshold Document
	H11	Work with Partners to review and strengthen multi-agency child protection protocol and practice.	Interim Safeguarding Children's Lead		March 2018	
	H12	Undertake Regular Themed Audits to ensure that Thresholds are being consistently applied.	Interim Safeguarding Children's Lead		December 2017	Ongoing work
	H13	Undertake feedback events (on-line) to ensure that staff and partners understand and consistently apply thresholds.	Interim Safeguarding Children's Lead		February 2018	
	H14	Threshold Document to be included in all staff induction.	Professional Lead - Business Support Resources		November 2017	Induction Programme was implemented from November, 2017. Both documents are included on Children's Services Wiki
	H15	Promote the importance of the threshold document is included in partners agencies induction programme.	Interim Safeguarding Children's Lead		December 2017	Launched at CP Fora November 2017 and was well attended

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
<p>The Local authority and partners must work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.</p>	H16	Ensure annual updates of the population and wellbeing assessment.	Strategic Programme Manager (BI)		March 2018	<p>The Population Assessment was published in March 2017</p> <p>The Wellbeing Assessment was published in May 2017</p> <p>On track to provide update March 2018</p>
	H17	Develop and implement the well-being and area plans ensuring robust reporting and monitoring through clear governance arrangements (RPB and PSB).	RPB and PSB Partnership Coordinators		June 2018	<p>PSB's Draft Well-being Plan out for formal consultation – ends 11/02/2018. On Track</p> <p>Some further discussion on development of RPB's Area Plan</p> <p>The Health and Care strategy (including Area Plan) has moved into phase 2, the programme mandate signed off by the Health and Care Strategy Board.</p> <p>Documents will be going through the relevant governance arrangements including scrutiny.</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Have your Say Day took place 20 th Nov and Carers matters day on 24 th Nov to consult on aspects of the Health and Care strategy including prevention and early help. Broad stakeholder consultation event held on 1 st Dec for phase 2 Health and Care strategy and the model of care
	H18	Undertake thematic reports in relation to IAA and early intervention and prevention across the RPB partnership arrangements.	RPB Coordinator		January 2018	Revisit date and revise action
	H19	Develop management information data that is robust, reliable, and accessible and provides insight to develop patterns.	Strategic Programme Manager (BI)		April 2018	See Children Improvement Plan Tracker Children's Improvement Board Dashboard built and on track for completion 20.12.17 TOP 5 KPI's for Children's launched at Member development session 29.12.17

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Powys County Council

Performance Management Framework

V13: January 2018



Yn agored a blaengar - Open and enterprising

 **Powys**

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What is Performance Management and why it matters?

It enables us to understand the needs of our communities and evaluate our organisation. We can then plan strategically to meet those needs, setting clear improvement objectives and commissioning services to deliver those plans. Producing appropriate performance information allows us to assess progress and evaluate whether our actions have had the intended impact and achieved the desired outcomes.

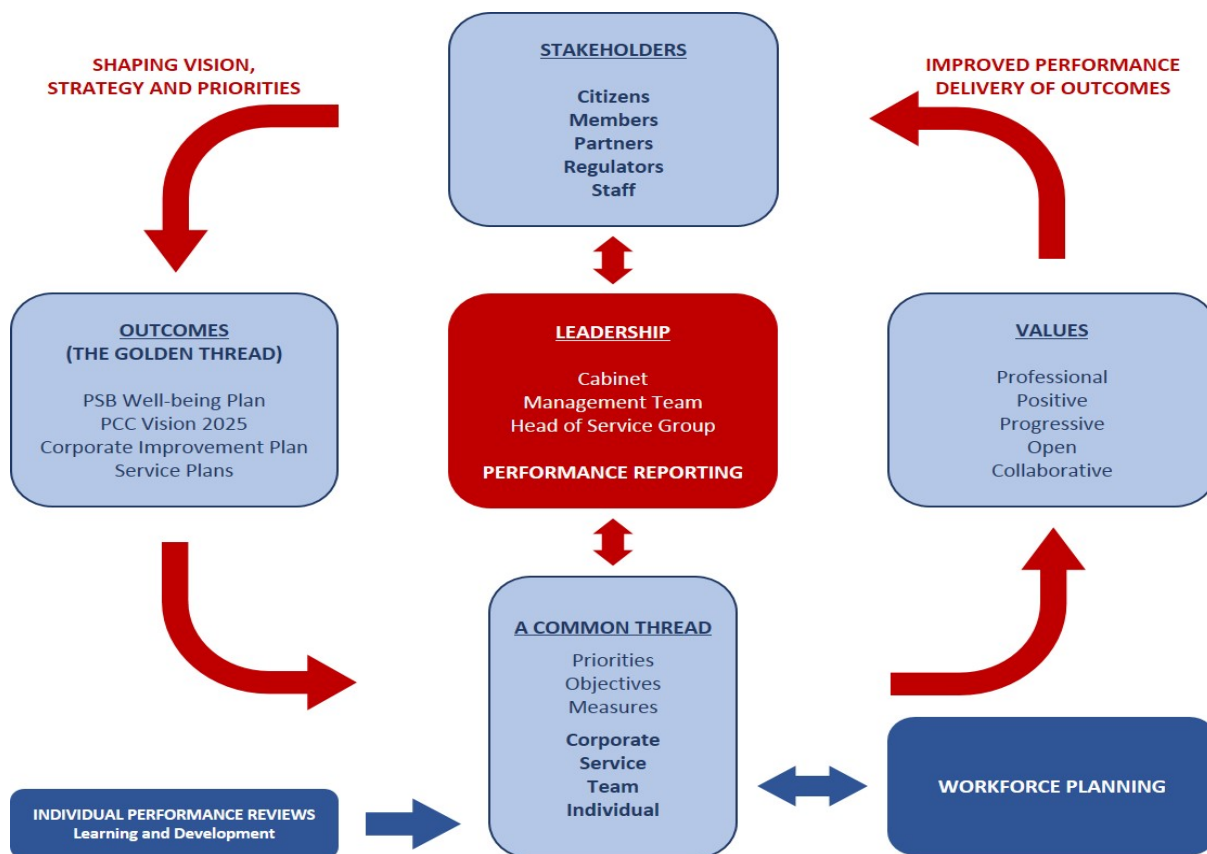
Strategic planning and performance management involves a simple principle, Analyse; Plan; Do; Review:

- **Analyse** the needs of residents and communities as well as the needs of the council, using robust, challenging and balanced evidence
- **Plan** what needs to be done to achieve desired outcomes
- **Do** it.
- **Review** progress regularly and evaluate the effectiveness of our actions against intended outcomes, adjusting plans where necessary

Why have a Performance Management Framework?

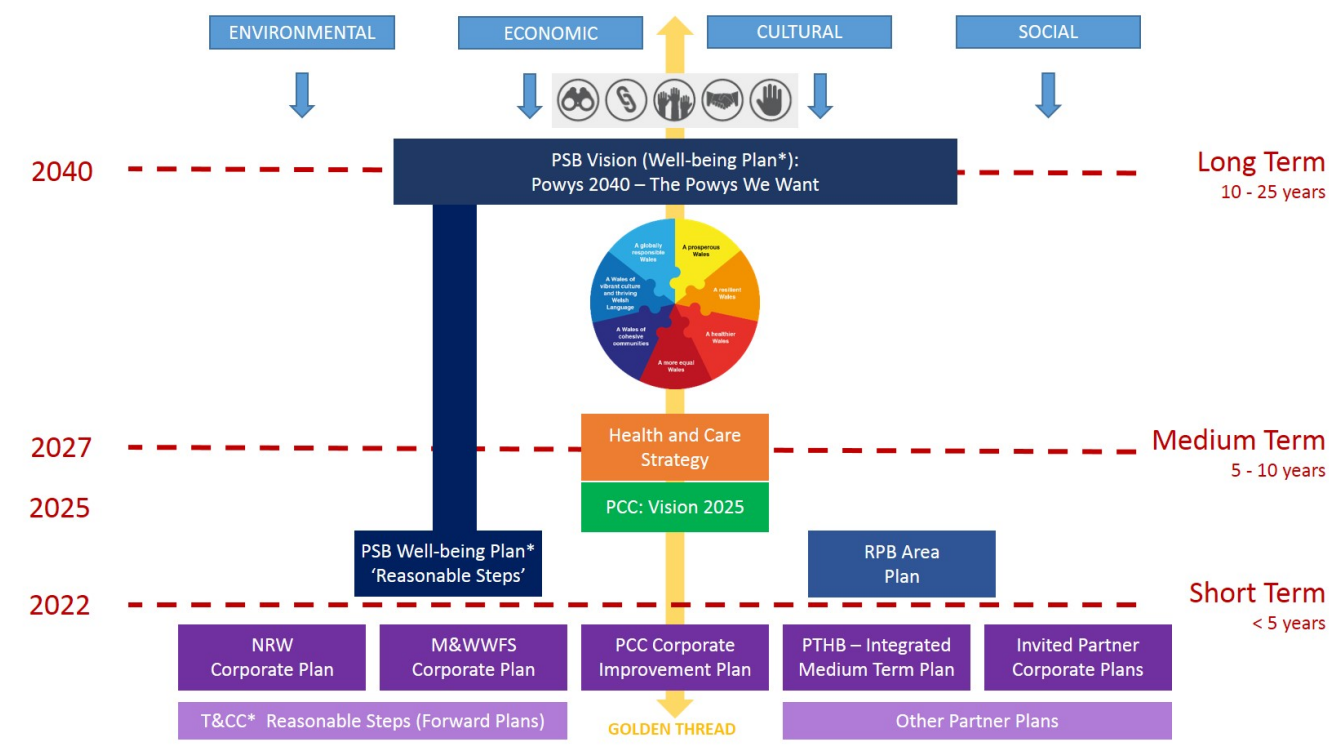
Our organisation is large, complex and needs to work with multiple external partners to deliver overall results for our residents. A performance management framework is therefore essential as it lays out the common system and methods needed to perform and improve, helping us to work as one 'joined up' community rather than separate services.

The framework ensures that staff can clearly understand their responsibilities regarding performance management on which the Councils governance arrangements will hold them to account.



The Golden Thread

The Well-being of Future generations (Wales) Act 2015 requires the Powys Public Services Board (Powys PSB) to identify well-being objectives for improving the social, economic, environmental and cultural well-being of Powys. The Powys PSB's objectives are set out in its vision for well-being in Powys by 2040 (the Well-being Plan). We have ensured that our priorities are aligned to achieving this shared vision.



For the council this means:

- A shared understanding and shared 'buy-in' to the vision, well-being objectives and values and embedding them in our strategies, policies and plans for delivery
- What we **think** and what we **say** and what we **do** all line up.

Hierarchy of Plans

Plan	Accountable	Reported To
Well-being Plan	Powys PSB	Agency Governance
Area Plan	Powys RPB	Joint Partnership Board
Corporate Plan	Management Team	Strategic Overview Board
Programme Briefs	Programme Sponsors	Management Team
Service Plans	Heads of Service	Strategic Directors
Team Plans	Senior Managers	Heads of Service

	Team Leads	Senior Managers
Individual Plans	Individual Staff	Line Managers

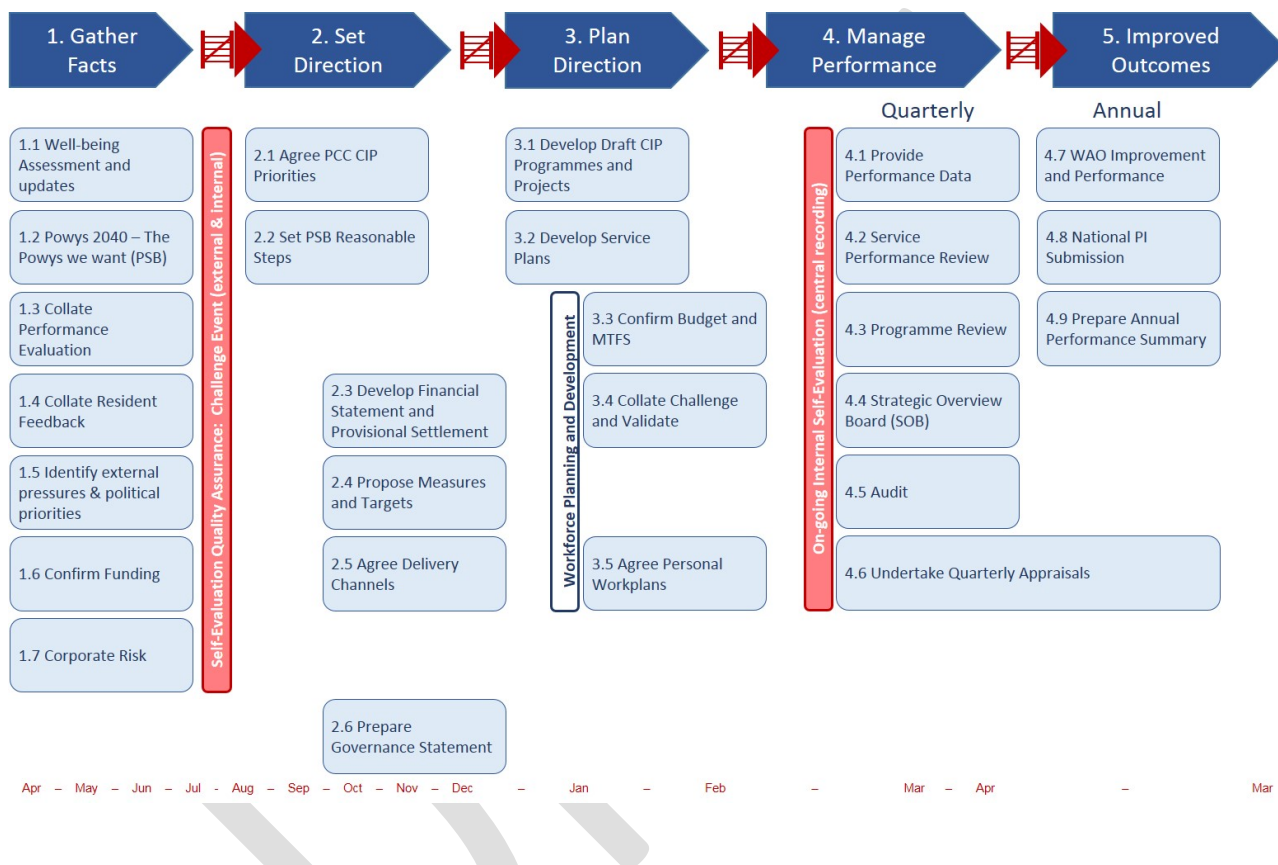
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Corporate Planning

Put simply:

Where are we now? - Where do we want to get to? - How do we get there? - What will success look like?

Our corporate planning arrangements align to the Commissioning Cycle: Analyse - Plan - Do - Review



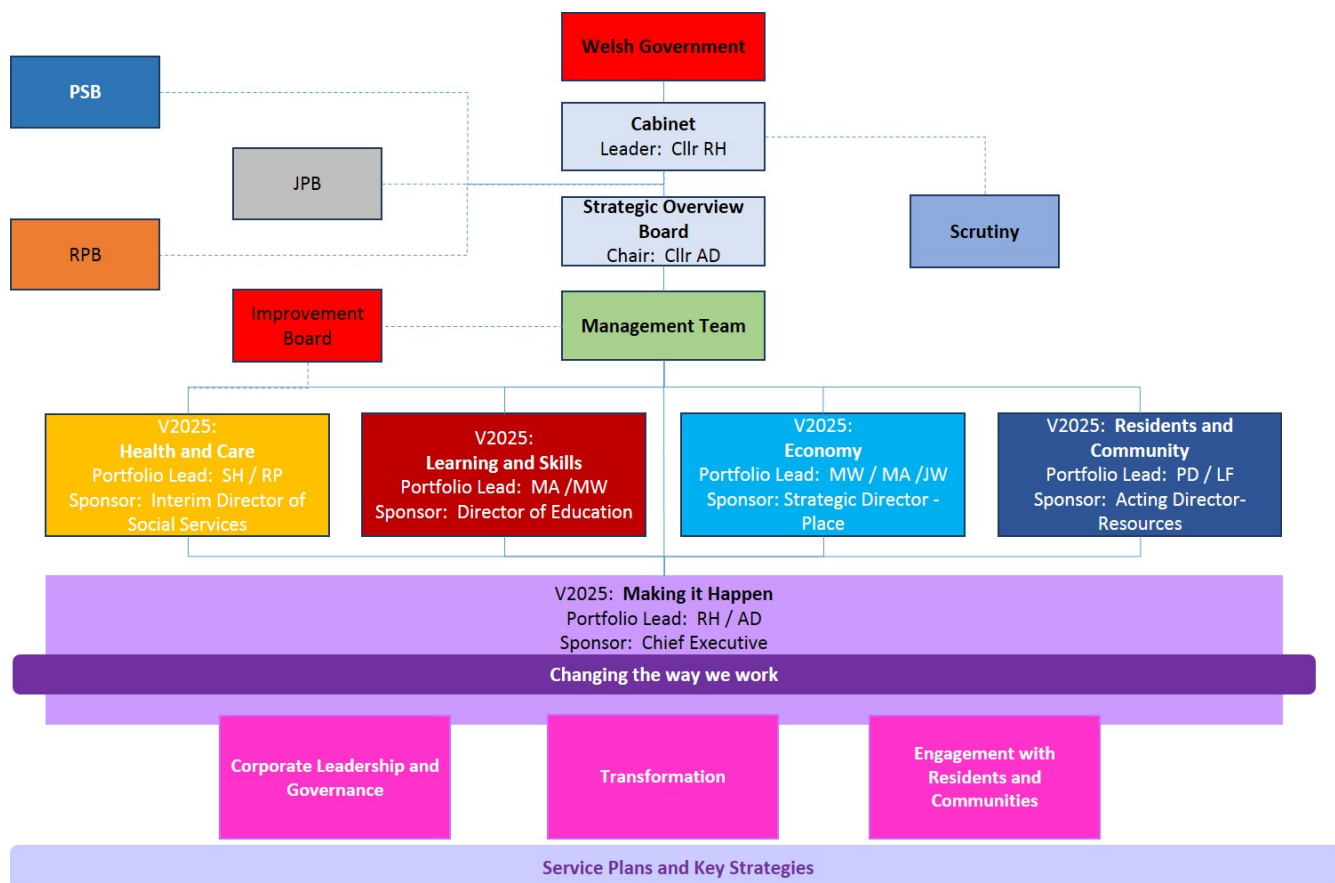
Stage	What	Who	When
Stage 1: Gather Facts	<ul style="list-style-type: none"> Well-being and Population Assessment <ul style="list-style-type: none"> New – response analysis New – predictive analysis (future trends) 	Business Intelligence	Continuous
	<ul style="list-style-type: none"> Programme and Service AIAs and Self-evaluations 	Sponsors, Programme Office and Heads Of Service	Continuous
	<ul style="list-style-type: none"> ‘Listening to the regulator’ feedback 	Corporate Insight	Annual AIR and Periodic Thematic Reports

	<ul style="list-style-type: none"> • 'Listening to you' feedback 	Communications and Engagement	Continuous - Feed into planning cycle Sep
	<ul style="list-style-type: none"> • New legislation 	All Services	Continuous - Feed into planning cycle Sep
	<ul style="list-style-type: none"> • Financial settlement 	Finance	Annually – circa Oct
	<ul style="list-style-type: none"> • Corporate Risk 	Risk Manager	Continuous
Stage 2: Set Direction	<ul style="list-style-type: none"> • Vision 2025 – Open and Enterprising 	Cabinet	Review completed annually by Mar
	<ul style="list-style-type: none"> • PSB Vision – Powys by 2040 	Powys PSB	Review completed annually by Mar
	<ul style="list-style-type: none"> • Health and Care Strategy 2027 	PCC / PTHB	Review completed annually by Mar
Stage 3: Plan Direction	<ul style="list-style-type: none"> • Well-being Plan and Area Plan by 2018 	Powys PSB	Review completed annually by Mar
	<ul style="list-style-type: none"> • Corporate Improvement Plan <ul style="list-style-type: none"> ○ Key Enabling Strategies 	Cabinet and Management Team	Review completed annually by Mar
	<ul style="list-style-type: none"> • Budget, MTFS and Capital 	Cabinet and Management Team	Review completed annually by Feb
	<ul style="list-style-type: none"> • Service Plans <ul style="list-style-type: none"> ○ What's the issue? / What's the benefit? ○ Team / Individual Plans 	Heads of Service	Reviewed and finalised annually by Apr
	<ul style="list-style-type: none"> • Impact Assessments 	Heads of Service / Strategic Directors and Portfolio Holders	As and when new policies / objectives are developed
Stage 4: Manage Performance	<ul style="list-style-type: none"> • Strategic Overview Board <ul style="list-style-type: none"> ○ CIP Programme Highlight Reports ○ Well-being and Area Plan Progress Reports ○ SIP Achievements, Issues & Actions (AIA) ○ Quarterly Performance Reviews 	Cabinet Chairs of Scrutiny <ul style="list-style-type: none"> ○ Programme Managers ○ Programme Managers ○ Heads of Service ○ Heads of Service; Strategic Directors; Portfolio Holders 	Quarterly reporting

	<ul style="list-style-type: none"> • Powys PSB and Powys RPB 	Programme Managers and Programme Office	Quarterly reporting
	<ul style="list-style-type: none"> • Audit Committee 	Corporate Insight	Quarterly reporting
Stage 5: Improved Outcomes	<ul style="list-style-type: none"> • Annual Evaluations and Summaries <ul style="list-style-type: none"> ○ Corporate Improvement Plan Annual Report. ○ Annual Governance Statement ○ Service Self-Evaluation ○ Residents Surveys / Client Surveys / Impact Surveys 	<p>Signed off by Cabinet</p> <p>Corporate Insight</p> <p>Finance; Scrutiny; Corporate Insight</p> <p>Heads of Service</p> <p>Communications and Engagement*</p>	<p>Annually by Oct</p> <p>Annually by May</p> <p>Annually pre SIP</p> <p>As and when directed by MT and Cabinet</p>
	<ul style="list-style-type: none"> • Close loop back into well-being and population assessments 	Corporate Insight / Business Intelligence	Continuous

Programme and Project Management

Programme and project management methods will be used to deliver the council's vision. The following governance structure will be established to manage delivery of the portfolio of programmes that will ensure the outcomes developed in the vision are realised:



Programme Sponsor responsibilities:

- Creating and owning the vision for the programme, providing clear leadership and direction through its life
- Securing the investment required to set up and run the programme
- Providing overall direction and leadership for the delivery and implementation of the programme
- Being accountable for the programme's governance arrangements by ensuring the programme, including its investment, is established and managed according to appropriate requirements and quality
- Being responsible for key programme information, including the Programme Brief and Business Case
- Chairing the Programme Board
- Managing the interface with key senior stakeholders and ensuring that interfaces and communications are effective
- Monitoring the key strategic risks facing the programme
- Maintain the alignment of the programme to the Corporate Improvement Plan. Evolving business needs and emerging issues that impact the programme will undoubtedly arise.
- Ensuring that the organisation and its staff are managed
- Commissioning assurance and reviews both during the programme and following programme closure that formally assess the programme
- Continued alignment of the programme with strategic priorities
- Managing and supporting the Programme Manager

Programme Manager responsibilities:

- Day-to-day management of the programme
- Plan and design the Programme and underlying projects and proactively monitor its overall progress, resolving issues and initiating corrective action
- Define the Programme's governance framework in conjunction with the Programme Sponsor
- Ensure the integrity of the Programme (inwards and outwards)
- Manage the Programme's budget on behalf of the Programme Sponsor
- Facilitate the appointment of individuals to the project delivery teams
- Facilitate the development of the Blueprint and ensuring projects remain aligned
- Ensure that delivery of outputs from the projects meet the requirements in accordance with the Programme plan and governance arrangements
- Manage third party contributions to the programme
- Manage communications with stakeholders
- Manage dependencies and interfaces between the projects
- Manage and escalate risk
- Identify extra activities and other management interventions wherever gaps in the programme are identified
- Report progress of the Programme to the Programme Sponsor at regular intervals
- Share success stories from the programme's

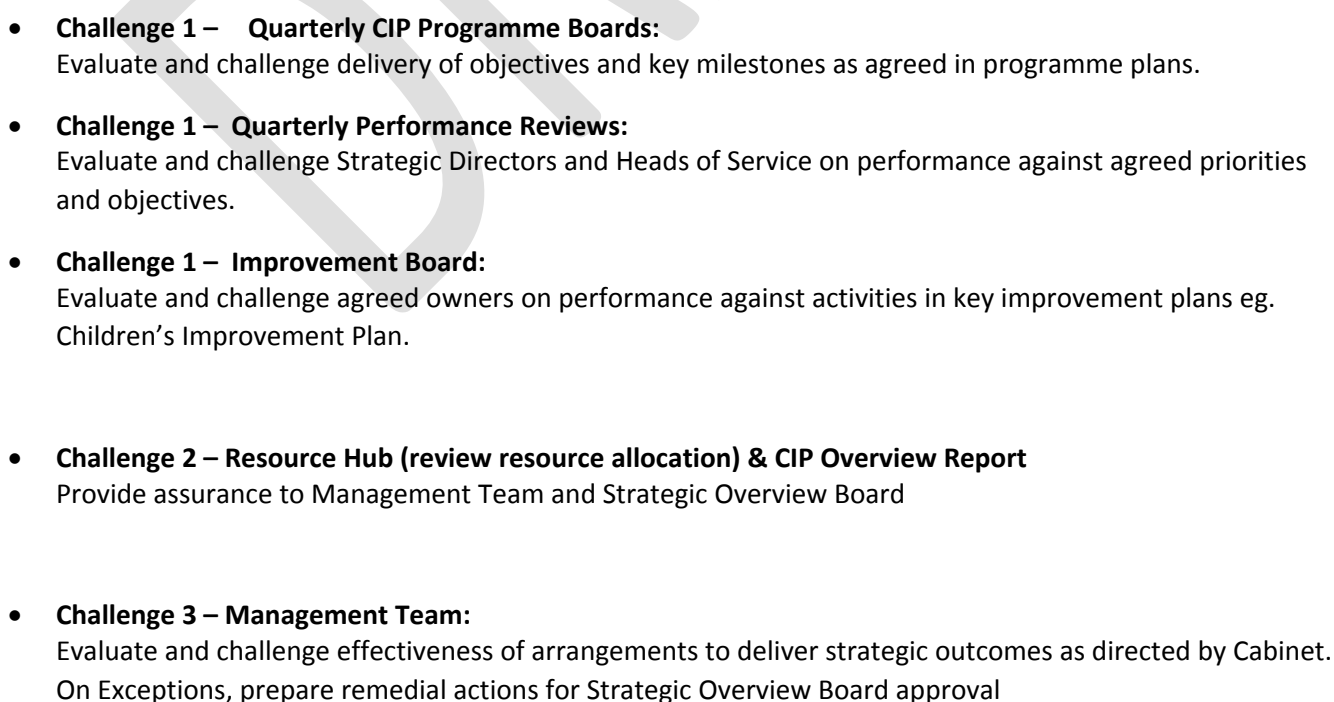
Project Sponsor responsibilities:

- Provide the resources
- Make stop/go decisions
- Secure the funding
- Ownership of the Business Case
- Decide on risks and issues escalated by the Project Manager
- Ensure the project is aligned to the Programme
- Organise and chair the Project Board meetings
- Liaise with Corporate / Programme Management
- Ensure assurance is conducted on the project's activities
- Authorise the Project Initiation Document
- Authorise each new stage
- Authorise closure

Project Manager responsibilities:

- Prepare the project documentation
- Implement the project's plans
- Manage and maintain logs/registers
- Manage risks and issues
- Prepare reports
- Facilitate meetings and workshops
- Authorise work to team(s)
- Manage the production of the deliverables
- Control progress
- Communicate with stakeholders
- Work with the Programme Office to provide information and evidence, as necessary
- Deliver to the project's objectives
- Provide the project sponsor with accurate and timely information

The Performance monitoring cycle allows the Plan Direction (stage 3 in corporate planning) for the council to be monitored and challenged ensuring performance is managed effectively (stage 4).



- **Challenge 4 – Strategic Overview Board:**

To provide challenge and seek assurance that strategic outcomes are being met. Through exception reporting, be assured:

- Issues leading to consistent poor performance are understood
- Impact on strategic outcomes including savings is understood
- Remedial actions are put in place to bring performance back on track

To enable effective monitoring of objectives and measures in Programmes, Projects and Service Plans throughout the monitoring cycle the following BRAG status definitions are used;

Delivery against plan		Performance of measures	
BRAG Status	Description	RAG Status	Description
	Action is complete		Performance meeting target
	Action is on track		Performance off target but within variance of 10%
	Action mainly on track with some minor issues <i>Mitigating activities should be identified</i>		Performance not meeting target
	Action not on track with major issues <i>Mitigating activities should be identified</i>		No data supplied
	Action not started		Measure not due
		Trend	

	RAG Status	Description
	↑	Performance improvement from previous period
	→	No change in performance from previous period
	↓	Performance decline from previous period

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Organisational Effectiveness – Corporate Scorecard (BAU)

Whilst the council continues to pursue performance improvement, it is important that the council's business as usual does not fall under the radar of the corporate leadership. Early visibility of key performance indicators can alert Cabinet and Management Team of areas of concern through visualising trends and identifying areas where performance is in need of improvement against previously agreed standards.

A balanced approach is important and the suite of indicators that can be seen in appendix A is categorised as follows:

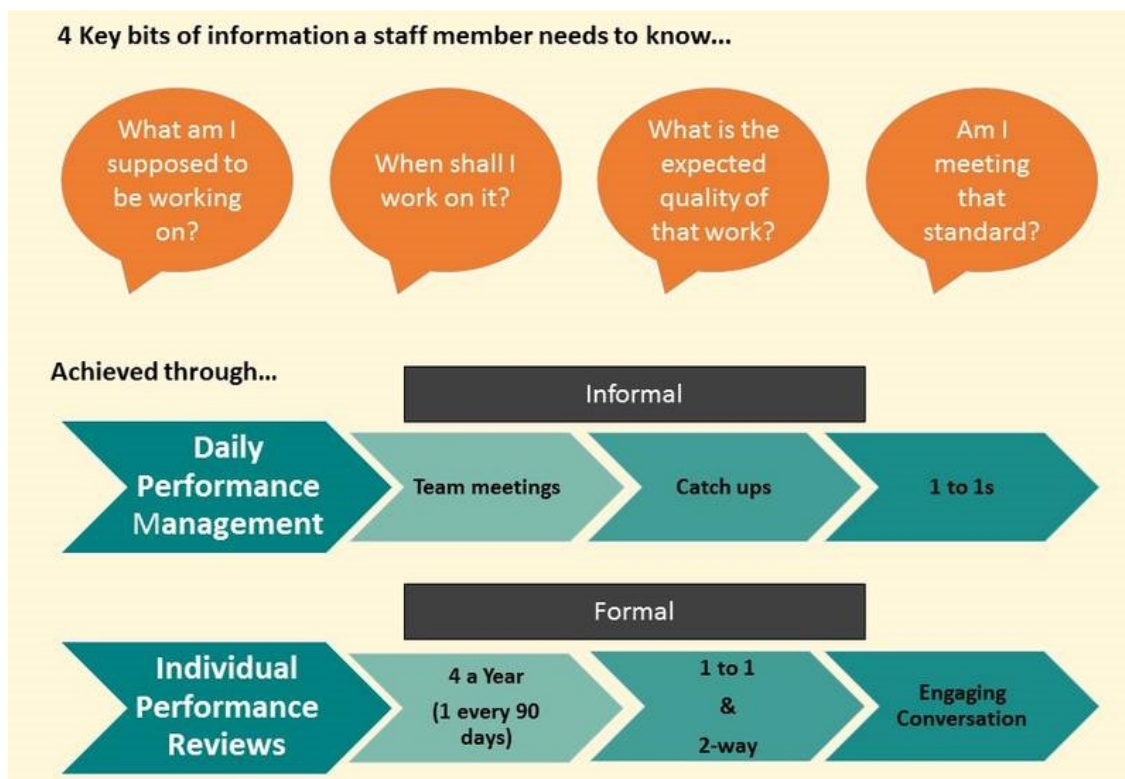
- **Customer**
Indicators that provide a view of the customers experience and impact from council services
- **Finance**
Indicators that monitor the financial health of the organisation
- **Workforce**
Indicators that monitor the efficiency and effectiveness of the council's workforce
- **Process**
Indicators that provide visibility with regards the efficacy of key council processes

The corporate scorecard is consistently monitored by Management Team and Cabinet on at least a quarterly basis, highlighting areas of good practice as well as areas of concern.

Work will be undertaken to automate consistent and regular reporting of these indicators direct to the computer desktop of Management Team ensuring Management Team have consistent access to up-to-date key information as to the corporate and service health of the organisation in terms of service provision.

Individual Performance Management

The relationship between line manager and staff member is key to having engaged, motivated staff, who are enabled in their work and can utilise their ideas to improve services.



Key Principles

- Managing performance is fundamental to improve the quality of life for local residents
- It is about providing feedback, planning development, recognising performance and improving performance
- Performance management is an ongoing process, not an annual 'tick-box' exercise
- A staff member's work is clearly linked to the priorities of the Council set out in the Corporate Improvement Plan
- As much emphasis needs to be placed on how the work is done as on the task itself
- Individuals need to be able to measure how well they are doing in their role
- It is a manager's role to ensure performance is being managed and any under performance is being dealt with

- Failure to manage poor performance can have a negative impact upon the morale of the rest of the team
- It is about getting the most out of your employees

All staff need clarity about the council's strategic priorities and future direction (our vision) and how their role and what they are doing helps deliver those priorities. High quality individual performance management is vital to this way of working.

The formal Individual Performance Review process has at least four formal meetings a year, one every 90 days. For tiers 1-4 the first of these will be in April/May to compliment the business planning cycle. For staff who are at tier 5 or below, the timings are less important as long as there are still 4 a year being undertaken on a 90-day cycle.

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External Regulators

Wales Audit Office (WAO)

WAO is the public sector watchdog for Wales. Their aim is to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes. Each year, Wales Audit Office reviews the position of local authorities in Wales in accordance with their statutory responsibilities.

Estyn

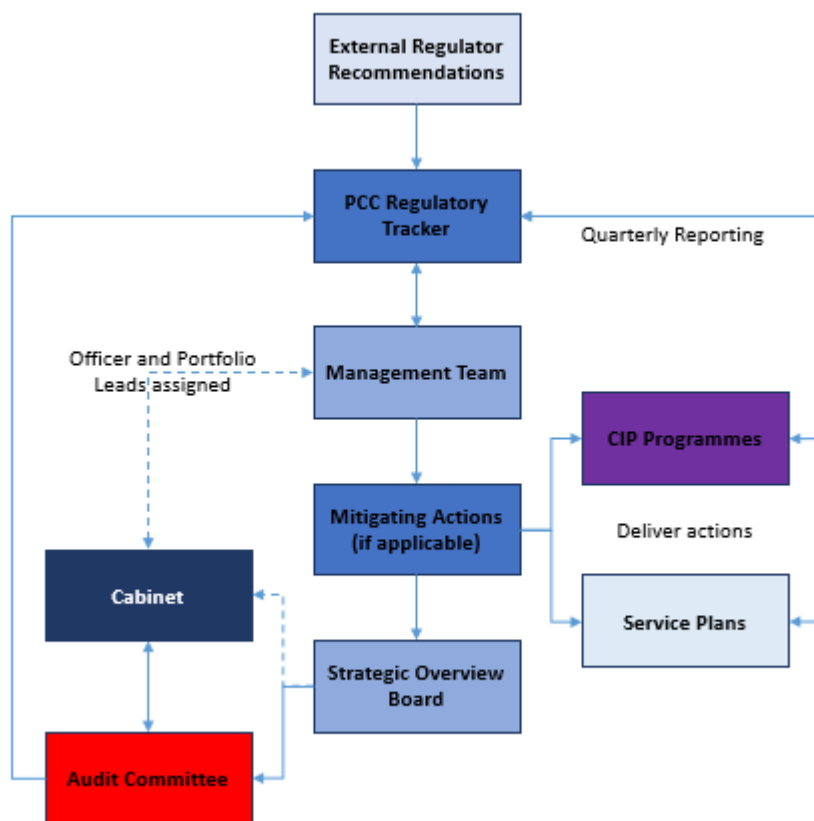
Estyn is the Office of Her Majesty's Chief Inspector of Education and Training in Wales. Their mission is to achieve excellence for all learners in Wales through raising the standards and quality in education and training. Estyn has a wide range of statutory inspection and reporting responsibilities which include inspection of all publicly funded education and training across Wales.

Care and Social Services Inspectorate Wales (CSSIW)

CSSIW encourages the improvement of social care, early years and social services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers. It provides the council with their views on the councils' annual review and evaluation of performance.

In undertaking their roles, these regulators may provide statutory recommendations which the council is required to respond to within statutory timescales. The WAO may also make informal proposals for improvement which again the council must respond to, but there are no statutory requirements attached to these.

PCC Regulator Recommendation Tracking Process



This is another area of work that is discussed at the Challenge 1 phase of the performance monitoring cycle and also reported through to Management Team and Strategic Overview Board.

A tracker is maintained that summarises progress with regards to recommendations received from the Council's regulators, predominantly WAO, Estyn and Care and CSSIW.

This ensures that appropriate action is being taken in response to recommendations received and that actions are completed and desired outcomes achieved or embedded as required.

Regulatory judgements / Statutory recommendations

The council can sometimes be subject to formal recommendations from its regulators. These may require more prescriptive responses that demonstrate that the council has fully understood the recommendations made and that regulators are assured that the proposed responsive action will have the intended impact on the council's business. In such circumstances it is necessary to establish an independent improvement board (as indicated in the governance structure on page 7) to monitor and challenge the council's response to these formal recommendations.

Scrutiny

The Council is required by Law to discharge certain overview and scrutiny functions. These functions are an essential component of local democracy. The Scrutiny Committees should be powerful committees that can contribute to the development of Council policies and also hold the Cabinet to account for its decisions. Another key part of the overview and scrutiny role is to review existing policies, consider proposals for new policies and suggest new policies.

Overview and scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants. Scrutiny Committees should not shy away from the need to challenge and question decisions and make constructive criticism.

In order to achieve this, the Council have appointed three Scrutiny Committees:

- Audit Committee
- Scrutiny A
- Scrutiny B

Between them they will:

- Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council
- Make reports or recommendations to the Cabinet or the Council in connection with the discharge of any functions
- Consider any matter which affects the Council's area or its inhabitants
- Exercise the right to call in for reconsideration decisions made, but not yet implemented, by the Cabinet and Officers

Internal Audit

Internal audit is provided by South West Audit Partnership (SWAP) which is a not for profit organisation that was originally set up in 2003 and the arrangement means Powys County Council is a partner in the company that provides audit services to various public sector bodies.

Internal Audit will carry out reviews to ensure the Council has effective internal controls in place.

Each review will give an audit opinion and will have a list of agreed actions

Internal Audit will follow-up on those highest priority actions to make sure they are being implemented.

Internal Audit is subject to the requirements and principles of:

- Public Sector Internal Audit Standards in the UK - 2013
- CIPFA Local Government Application Note – 2013

An Internal Audit Charter was agreed by the Audit Committee in 2016/17. This defines the purpose, authority and responsibility in terms which are consistent with the professional standards.

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Performance Management Responsibilities

Defining and assigning clear performance management responsibilities are essential to ensure that objectives and intended outcomes are achieved.

Chief Executive

- Lead Management Team on strategic or operational matters of significance
- Agree a programme to meet the outcomes and set expectations for delivery
- Own the vision, providing clear leadership and direction throughout its life
- Secure the investment required to deliver Vision 2025 so that the agreed outcomes are achieved
- Hold Strategic Directors to account

Cabinet / Strategic Overview Board

- Ensure effective governance arrangements to support performance management are in place, robust and effective
- Evaluate and challenge Cabinet Portfolio Holders and Senior Officers on performance against agreed priorities and objectives
- On exceptions, be satisfied that remedial actions will effectively improve performance in line with outcomes set out in Vision 2025

Management Team

- Leading and overseeing the delivery of the Council's performance against the Council's CIP, (Public Service Board's) Well-being Plan, and the (Regional Partnership Board's) Area Plan.
- Evaluate and challenge effectiveness of arrangements to deliver strategic outcomes as directed by Cabinet.
- On Exceptions, prepare remedial actions for Strategic Overview Board approval

Heads of Service

- Support Management Team and ensure effective delivery of the Council's performance against the Corporate Improvement Plan, Well-being Plan and Area Plan
- Undertake quarterly reviews, challenging the effectiveness of arrangements to deliver strategic outcomes and ensure matters of significance are escalated promptly to the Director and/or Portfolio Holder
- On exceptions, suggest remedial actions for Management Team consideration

All Staff

- Ensure individual clarity is obtained on the Council's vision and well-being objectives
- Understand how individual's work will contribute to the Council's vision and well-being objectives
- Be responsible for own individual performance management, continually seeking to improve and taking positive personal action

Appendix A

Corporate Scorecard (BAU)

To be added when finalised

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CYNGOR SIR POWYS COUNTY COUNCIL

Powys County Council
22nd February 2018

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Virement for Ladywell House Refurbishment

REPORT FOR: Decision

1. Summary

- 1.1 This report is to request a capital virement in respect of the refurbishment of Ladywell House, which will now take place in 2018/19. It is therefore recommended that £1m is rolled forward.
- 1.2 This is a multi-million pound refurbishment project, which has required a lot of groundwork in terms of scoping and design, to ensure the project meets the requirements and budget. A lot of the preparation work has been carried out this year to enable the main work to start next financial year, therefore monies have not been spent this year as originally expected.

2. Options Considered / Available

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

3. Preferred Choice and Reasons

- 3.1 None to consider.

4. Impact Assessment

- 4.1 Is an impact assessment required? Yes/No
- 4.2 If yes is it attached? Yes/No

5. Corporate Improvement Plan

- 5.1 To achieve the Corporate Improvement Plan (CIP) objectives forward planning is completed with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports, are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

6. Local Member(s)

6.1 This report relates to all service areas across the whole County.

7. Other Front Line Services

7.1 This report relates to all service areas across the whole County.

8. Communications

8.1 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.

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

9.1 This report has no specific impact on support services other than reporting on those service areas with capital programmes. Financial Services work closely with all service areas in monitoring financial performance on capital programmes against budgets.

10.2 The Capital and Financial Planning Accountant confirms this project is included in the Capital Programme and the budget can be rolled forward.

11. Scrutiny

11.1 This report presents financial information which will help inform the future capital strategy and therefore has implications for any related organisation.

12. Statutory Officers

12.1 The Strategic Director, Resources (Section 151 Officer) notes the overall capital position.

The Monitoring Officer has no specific concerns with this report.

13. Members' Interests

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

Recommendation:	Reason for Recommendation:
To approve the following virement for £1m for Ladywell House refurbishment	To ensure appropriate virements are carried out that reflect the forecasted capital spend.

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

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Jane Thomas
Date By When Decision To Be Implemented:	2017/2018

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CYNGOR SIR POWYS COUNTY COUNCIL

Powys County Council
22nd February 2018

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Virement for the replacement of Primary and Secondary
School for Ysgol Bro Dyfi

REPORT FOR: Decision

1. Summary

- 1.1 This report is to request a capital virement in respect of the Schools transformation project for Ysgol Bro Dyfi. The virement recommends rolling forward £1.091m of capital budget into 2018/19.
- 1.2 The procurement of the new School at Ysgol Bro Hyddgen has been delayed, which will impact on the delivery timescales for the overall project of the replacement Primary and Secondary School for Ysgol Bro Dyfi.
- 1.3 There has been a delay in commencing procurement of a design and build contractor, due to managing on-going commitments with other projects within the authority's 21st C Schools Band A Programme. Ysgol Bro Hyddgen project has always been a project that straddles Band A and Band B of the 21st C Schools Programme, and has been reprofiled so that the majority of the spend takes place under Band B (2019 – 2024).
- 1.4 The project is now on schedule with the contract due to be awarded by mid March, with the detailed design stage to be completed by July. It is expected that the new school will be open by September 2020.
- 1.5 The funding of the scheme is split between Council and Welsh Government, as part of the overall Band A programme. Government funding will be fully utilised by the 31st March 2019 deadline.

2. Options Considered / Available

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

3. Preferred Choice and Reasons

3.1 None to consider.

4. Impact Assessment

4.1 Is an impact assessment required? Yes/No

4.2 If yes is it attached? Yes/No

5. Corporate Improvement Plan

5.1 To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports, are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

6. Local Member(s)

6.1 This report relates to all service areas across the whole County.

7. Other Front Line Services

7.1 This report relates to all service areas across the whole County.

8. 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.

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

9.1 This report has no specific impact on support services other than reporting on those service areas with capital programmes. Financial Services work closely with all service areas in monitoring financial performance on capital programmes against budgets.

The Capital and Financial Planning Accountant confirms this project is included in the Capital Programme as part of Band A programme. Reprofiling and maximising all grants are a priority for the team.

10. Scrutiny

- 10.1 This report presents financial information which will help inform the future capital strategy and therefore has implications for any related organisation.

11. Statutory Officers

- 11.1 The Strategic Director, Resources (Section 151 Officer) notes the overall capital position, and the assurance that this virement will not affect the utilisation of Welsh Government grants.

The Monitoring Officer has no specific concerns with this report.

12. Members' Interests

- 12.1 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:
To approve the following virement; <ul style="list-style-type: none">• £1.091m Schools transformation project at Ysgol Bro Dyfi	To ensure appropriate virements are carried out that reflect the forecasted capital spend.

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

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

Contact Officer:
Tel:
Email:

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CYNGOR SIR POWYS COUNTY COUNCIL.

COUNTY COUNCIL
22nd February 2018

REPORT BY: Solicitor to the Council

SUBJECT: Extension to the Term of Office of Independent (Lay) Member on the Standards Committee.

REPORT FOR: Decision

- 1 The term of office of an Independent Member of the Standards Committee (Mrs Jacqueline Evans) expires on 2nd March 2018. Mrs Evans will have completed her first term of office of 6 years on that date.

- 2 The Council is able to reappoint her for a further four year term of office which will expire on 2nd March 2022. Mrs Evans has indicated that she would be willing to serve for this further term of four years.

RECOMMENDED	Reason for recommendation
(i) that the Council reappoints Mrs Jacqueline Evans as an Independent Member of the Standards Committee for a term of four years expiring on 2 nd March 2022.	(i) To fill the Independent Member vacancy on the Standards Committee.

Relevant Policy (ies):	N/A		
Within Policy:	N/A	Within Budget:	N/A

Relevant Local Member(s):		N/A	
Person(s) To Implement Decision:		Solicitor to the Council (Monitoring Officer)	
Date By When Decision To Be Implemented:		Immediately following the Council meeting.	
Contact Officer Name:	Tel:	Fax:	Email:
Clive Pinney – Solicitor to the Council	01597 826746	01597 826220	clive.pinney@powys.gov.uk

Background Papers used to prepare Report:

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CYNGOR SIR POWYS COUNTY COUNCIL.

County Council
22nd February, 2018

REPORT AUTHOR: Democratic Services Committee

SUBJECT: Recommendations from the Democratic Services Committee.

REPORT FOR: Decision

1. Summary

- 1.1 At the meeting of the Democratic Services Committee on 27th November, 2017 the following item was considered, and the recommendations are set out below.

2. Mandatory Training.

2.1 Data Protection Act [DPA] and IT & Information Security training

- 2.1.1 The Committee noted the advice from the Corporate Information Governance Group and the need to manage the risk to the Authority and also to individual Members in respect of potential information breaches. The Head of Democratic Services advised that two other issues regarding mandatory development had been raised after the agenda had been published. A request had been received from the Portfolio Holder for ICT, HR & Communications had asked that Equalities and Diversity training be made mandatory for Members.

- 2.1.2 The Head of Democratic Services had been made aware that the Violence Against Women, Domestic Abuse, Sexual Violence Act 2015 [VAWDASV] training plan submitted by the Council to the Welsh Government and approved by the latter states that VAWDASV training for Members is mandatory.

RECOMMENDATION TO THE COUNCIL:	Reason for Recommendation:
<p>1. That Data Protection Act [DPA] and IT & Information Security training to be mandated for Members by Council and</p> <p>2. That Equalities and Diversity training to be mandated for Members by Council and</p> <p>3. That the Council notes that as the Violence Against Women, Domestic Abuse, Sexual Violence Act 2015 [VAWDASV] has been included in</p>	<p>1. To enable Powys County Council to include such evidence of training within a response to the regulator should a breach occur involving an elected Member. Additionally should Members be required to notify the Information Commissioner of a breach of information for which they are the Data Controller they can utilise the same evidence.</p>

<p>the [VAWDASV] training plan submitted and approved by the Welsh Government , it is a mandatory requirement for Members, and</p> <p>4. Members identified as requiring training and who have not undertaken and passed such training be included within the monthly compliance reports which are provided to the Monitoring Officer.</p> <p>5. Further formal escalation would follow the process agreed by Council on the 15th July 2015 within report CC68- 2015 Member Development – Mandatory and Non Mandatory Development.</p>	<p>2. To ensure that members undertake their roles in an unbiased manner.</p> <p>3. To ensure that the Data Protection Act, IT and Information Security, Equalities and Diversity and VAWDASV training is included in the mandatory development list.</p> <p>4. To ensure the Monitoring Officer is able to discuss with Member(s) the reason for training not being completed.</p>
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Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y / N

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Clive Pinney, Solicitor to the Council
Date By When Decision To Be Implemented:	January 2018.

Contact Officer:	Wyn Richards, Scrutiny Manager and Head of Democratic Services.
Tel:	01597-826375
Email:	wyn.richards@powys.gov.uk

Background Papers used to prepare Report:

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Myfanwy Alexander, Portfolio Holder for Education

SUBJECT: Question from County Councillor Phil Pritchard

Re New Welshpool Schools: In an early meeting of combined governors of the 5 schools, the Officers undertook to “consult” with ALL FAITHS in Welshpool regarding this matter. Can you please tell me how many of the 5 or 6 Faiths were indeed consulted, and how many meetings were held with them, and what notes/minutes of such meetings were kept?

Response

During the early discussions with stakeholders in Welshpool, the authority invited the Education Director of the Diocese of St. Asaph to the Local Stakeholder Group meetings, as one of the schools under review was a Church in Wales School – Gungrog.

During the formal consultation stage, the authority consulted with the relevant stakeholders as required by the School Organisation Code. The Consultation Document outlines the consultees as follows:

- Pupils (including School Councils), Parents, Prospective parents, Staff and Governing Bodies of any schools likely to be affected by the Proposals
- Any other local Council likely to be affected
- Church-in-Wales and Roman Catholic Diocesan Council for the area in which any school likely to be affected is located
- Teaching and staff trade unions
- Assembly Members and Members of Parliament representing the area served by any school which is subject of the Proposals
- County Councillors
- Regional Education Consortium
- Regional Transport Consortium
- Police and Crime Commissioner for the area
- Community and town councils for the area served by any school which is subject to the Proposal
- Early years providers in the local area
- Welsh Government Schools Management Division
- Estyn
- Children and Young People’s Partnership
- RhAG (Rhieni dros Addysg Gymraeg / Parents for Welsh medium Education).

The consultation responses were reported to full Council who resolved to support the proposals to establish new English-medium and Welsh-medium primary schools in Welshpool and Cabinet who took the decision.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Phyl Davies, Portfolio Holder for Property & Waste

SUBJECT: Question from County Councillor Gareth Ratcliffe

Powys County Council have ceased collections of soft plastics from the kerb side. Some communities were working in partnership with Cae Post on soft plastic collection points within their local area that residents could use. Sadly following the Cae Post announcement that it has ended its trade recycling and waste collections, communities no longer have a company to work with on this type of material. Can the council consider providing communities with this service along the lines Cae Post did?

Response

One of the main reasons that Cae Post have ceased operating is that they were unable to find viable outlets for the material that they collected, particularly the plastic film. It is for this same reason that the Council has not collected this material for some time now and hence we would not be in a position to take on this service.

Due to recent coverage of plastic waste on prime time television, the large supermarkets are now making efforts to reduce the plastic packaging that they use. This, along with increased investment in recycling infrastructure, should mean that Councils are able to recycle more of the plastic waste that is produced in the future.

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Jonathan Wilkinson, Portfolio Holder for Housing and Countryside Services

SUBJECT: Question from County Councillor Elwyn Vaughan

What are the costs to date, and annual costs to the Council in relation to the use and rental of the storage at Hirddol, Machynlleth?

Response

Countryside Services rent yard space from Dyfi Waste Services at Hirddol, Penegoes, Machynlleth.

The rental costs per annum are as follows:-

2011 - £1,296

2012 - £1,296

2013 - £1,296

2014 - £1,350

2015 - £1,400

2016 - £1,450

2017 - £1,450

Total: £9,538 over 7 years

The Hirddol yard is used to store materials for Countryside Services, including gates, stiles, posts, step kits, signs, railing etc. Some materials for the Glyndwr's Way National Trail are also stored here. The Service buys materials in bulk, wherever possible, so that discounts can be achieved. Buying in bulk means that storage of materials is required. The Service also tries to buy wooden items in advance, in order to dry or season them, so that the life of the item is extended. This is especially important as the ingredients used to tanalise wood have changed and posts etc. no longer last as long. Having dry and seasoned wood items to install can increase the life span.

Countryside Services have volunteers and contractors working across the whole of the county. We have a couple of yards set up so that people can access materials without travelling excessive distances. If the Service didn't have these spaces, we

would not be able to store materials and service costs may increase. Having yards at key points across the county keeps mileage costs down. Without them the Service would have to spend significantly more on mileage and transportation.

Countryside Services try to seek the cheapest options for yard rental and have approached Highways Depots in the past. If there are options to securely store materials in the right locations for free, then the Service would be pleased to learn of them. Any new site would need to be secure, provide undercover storage, have good access, turning/parking space and meet H&S requirements.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Phyl Davies, Portfolio Holder for Property & Waste

SUBJECT: Question from County Councillor Gareth Ratcliffe

Residents of Powys are fully aware that PCC has a number of important issues to deal with at the moment in relation to asset transfers between its self and communities.

Hay Town Council would welcome the opportunity to work with cabinet and Powys legal to move this forward in relation to Hay-on-Wye as soon as possible. Thus as local member for Hay I would like to ask whether it is possible for the relevant portfolio holder(s) and legal team to meet with representatives of the Town Council and myself, to progress and finalise the outstanding issues surrounding the transfer of assets process in relation to Hay-on-Wye.

Response

The Cabinet are more than happy to work with Hay Town Council and to this end the Town Council met with the whole Cabinet on 12th September 2017. At that meeting, some additional documentation was requested from the Town Council and the documents were not made available this Authority until 18th January 2018. A report will be coming to Cabinet in March / April 2018. The above information was recently provided to the Chair of the Town Council by the Solicitor to the Council

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Liam Fitzpatrick, Portfolio Holder for Highways

SUBJECT: Question from County Councillor David Selby

What progress is being made to plan for the de-trunking of the A489 through Newtown once the By Pass opens next year?

Response

The preferred route for the bypass was announced in October 2010 with final sign off by the Welsh Minister in 2015. Construction commenced in March 2016 with completion due in spring 2019.

Once the bypass is open Powys County Council will become responsible as the Highway Authority for the old 'de-trunked' sections of the A483 and A489 through Newtown as well as any newly constructed link roads.

Since the announcement of the bypass Powys County Council has been liaising with Welsh Government on various matters including:

- Standards of construction for the new road links
- Works required to the old trunk road sections (A483 / A489) to bring them to an acceptable standard
- Land Drainage matters
- Local road closures during construction
- Road Numbering, Speed limits and Signing
- Active Travel
-

Prior to Powys County Council becoming responsible for the old trunk road network it was agreed with Welsh Government to survey the condition of the roads and identify any works required to bring them to a reasonable standard. The survey has included carriageway, bridges, retaining walls, drainage and street lighting. Discussions with the Welsh Government are currently on-going in terms of agreeing the scope of works and costs. It is hoped formal confirmation of arrangements will be received from Welsh Government by the end of the financial year. Discussions have also taken place with utility companies to try and ensure that any works put on hold during the construction of the bypass are completed before any major resurfacing works.

The Town Council, Chamber of Trade and Mid-Wales Manufacturing group were consulted early on in the process, however further discussions are on hold until

negotiations between Powys County Council and Welsh Government are completed. Once agreement has been reached further engagement will take place with key stakeholders. At present only funding for bringing the old trunk road up to a standard has been identified.

The Council has been successful in attracting further Active Travel funding from the Welsh Government Local Transport Fund to carry out works within Newtown. These include a new cycle/pedestrian link at Plantation Lane, Riverside works, an allotment link and footpath widening along the Llanidloes road.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Jonathan Wilkinson, Portfolio Holder for Housing and Countryside Services

SUBJECT: Question from County Councillor Pete Roberts

The failure of a minority of dog owners to control and clean up after their animals has become an increasing problem across the County. Would the portfolio holder consider introducing a control order similar to that employed by Rhondda Cynon Taff to tackle the problem on council owned land and recreation areas?

Response

Powys County Council currently has powers under the Powys County Council (Dog Fouling) Order 1998 to serve Fixed Penalty Notices on dog owners who allow their dogs to foul on designated land and fail to clean up. Designated land is widely defined and includes highways with a maximum speed of 40 miles per hour or less, publicly owned land where the public have access within the settlement boundaries of towns and villages, and publicly and privately owned playing fields, parks, playgrounds, car parks and cemeteries. The Order remains in force despite the introduction of The Clean Neighbourhoods and Environment Act 2005 and the Anti-social Behaviour, Crime and Policing Act 2014.

Public Spaces Protection Orders are designed to stop individuals or groups committing anti-social behaviour in a public space. Councils issue a Public Spaces Protection Order (PSPO) after consultation with the Police, Police and Crime Commissioner and other relevant bodies.

Local authorities need to be satisfied that a PSPO is the most appropriate response to the anti- social behaviour of concern having considered other tools available to tackling the problem. Collating information about the nature and impact of the anti-social behaviour subject to the PSPO would form the core elements of the evidence-gathering and consultation process to determine whether the requirements under section 59 of the Anti-social Behaviour and Policing Act 2014 had been fulfilled. The evidence would need to be considered before authorities can determine whether or not it is appropriate and proportionate to introduce a PSPO.

Members of the public who witness incidents of dog fouling are encouraged to report the matter to tls.helpdesk@powys.gov.uk

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CYNGOR SIR POWYS COUNTY COUNCIL

**County Council
22nd February 2018**

REPORT AUTHOR: County Councillor Rosemarie Harris, Leader

SUBJECT: Question from County Councillor Matthew Dorrance

Will the Leader make a statement on how her administration works with and supports Credit Unions in Powys?

Response

Credit Unions in Powys have worked with the council since the early 2000s when the payroll deduction scheme was established. Since then the credit unions have been able to promote their service (through the intranet, posters and face to face at council offices), to employees, who can get access to low cost loans and managed through payroll each month.

Services within the council engage with organisations that support the financial inclusion agenda, and credit unions have been invited to attend networking events.

Although there is no grant funding given to credit unions, the council allow discretionary rate relief, and so credit unions do not have to pay NNDR.

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CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Jonathan Wilkinson, Portfolio Holder for Housing and Countryside Services

SUBJECT: Question from County Councillor Matthew Dorrance

What is the Council doing to stand up for private renters and crack down on rogue landlords?

Response

The council makes full use of its powers to ensure private sector tenants are adequately protected against hazards within the private rented sector. Details of how housing related enforcement and complaints are resolved is provided within the attached leaflet.

'Rogue' landlords are finding it increasingly difficult to operate in Wales as a result of the introduction of Rent Smart Wales, a national private sector landlord registration and licensing scheme. Tenants are now able to check if a property is appropriately registered via the following link: <https://www.rentsmart.gov.wales/en/check-register/>

Free advice for both landlord and tenant is available from the resource library at Rent Smart Wales and may be accessed via the following link: <https://www.rentsmart.gov.wales/en/resource-library/>

In light of the introduction of a national private sector landlord registration and licensing scheme, Powys has developed an approved landlord training course to facilitate local training and promote compliance. Powys, one of only two authorities in Wales to have achieved accreditation, has subsequently trained more than 500 local landlords, at various locations throughout the county, over the past 20 months.

Private Sector Housing also actively raise service requests with Rent Smart Wales and issue letters to local non-compliant landlords. Rent Smart Wales then take on any further action in terms of non-compliance through use of fixed penalty notices and if necessary prosecution, in accordance with the universally adopted national memorandum of understanding.

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Enforcement and complaints

The Private Sector Housing Team (Historically Environmental Health Housing) have a duty to enforce housing related legislation in Powys.

Our aim is to protect individuals from harm and improve the local environment to positively influence quality of life for Powys citizens.

We aim to do this by :

- Working in collaboration with Rent Smart Wales
- Responding to rental housing complaints
- Licensing Houses in Multiple Occupation (HMO's)
- Bringing empty properties back into use
- Offering advice and financial assistance to owners
- Handling neighbourhood disputes involving :

Pests
Dampness
Disrepair

Dilapidation
Drainage
Waste

Based in Brecon, Llandrindod Wells and Welshpool, the Private Sector Housing Team work to enforce and regulate relevant housing related legislation, improving properties and dealing with landlords.

If you're experiencing issues listed in this leaflet, please contact us so we may work together to resolve your problem.



For further information or to make a service request, please contact:

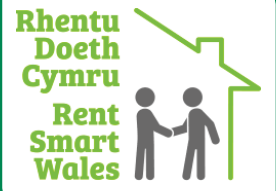
Phone: 01597 827464

Email: privatesectorhousing@powys.gov.uk

Website: www.powys.gov.uk

Rent Smart Wales

From October 2015, the Welsh Government introduced a new Welsh scheme requiring landlords of all rented property, regardless of size, to hold a licence and pay a fee. For more details please visit - www.rentsmart.gov.wales



Responding to Rental Complaints



Landlords who rent properties need to maintain them in a safe standard and free from danger. If you feel your home falls below this standard, it may be in breach of the law and we can help. e.g. defective windows.

Handling Neighbor Disputes and Empty Properties

If you live next to a problem property causing issues through disrepair, damp or vermin, there are laws protecting you. The council may be able to help. e.g. damp from an adjoining property.



Offering Advice and Assistance to Landlords



If you're a landlord seeking help or information about standards and obligations, the team will be happy to help. We may offer a free inspection or have financial packages that may interest you. e.g. Rental/fire safety advice &/or interest free loan options.

Please see our Renewals and Loans leaflet or visit powyshousing.co.uk

Licensing Houses in Multiple Occupation (HMOs)

A simple HMO definition is one that has three or more unrelated persons in occupation where facilities are shared. HMOs such as these need to comply with certain criteria and standards. The Housing Act 2004 also allows for HMOs to be inspected and if necessary be licenced under either mandatory or additional HMO Licensing Schemes with associated fees.



A 'mandatory' HMO is a three story building with five or more persons in occupation who share facilities. Local Authorities also have discretion to introduce additional licensing of other HMOs falling outside the scope of mandatory licensing. These can include poorly converted self-contained flats. (Section 257 HMOs defined under the Housing Act).

If you're a tenant concerned about a HMO, or a landlord enquiring about standards, please contact us. Note: it is an offence to operate a Mandatory HMO without a licence or a HMO covered by an Additional HMO Licensing Scheme.

How the Team Functions

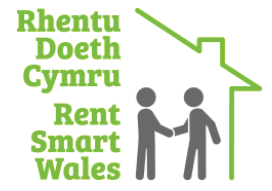
When Private Sector Housing receive a request, we attempt to resolve it informally by issuing advice or financial assistance to the property owner. This often involves an inspection of the property to assess any issues.

Our assessments may use the 'Housing Health and Safety Rating System' - a process to quantify likelihood of injury, or 'Statutory Nuisance' - a procedure to judge if a problem is 'prejudicial to health'. There is also legislation for dealing with specific problems such as drainage etc.

Should the offer of advice or financial assistance fail, or the matter is more serious, then enforcement options such as the service of a legal notice, or even prosecution may be considered. However, where possible, we aim to maintain existing tenancies and develop closer working relationships with landlords.

Rhentu Doeth Cymru

O Hydref 2015, mae Llywodraeth Cymru wedi cyflwyno cynllun newydd yng Nghymru sy'n ei gwneud yn ofyniad i bob landlord sy'n gosod eiddo, waeth beth fo'i faint, fod â thrwydded a thalu ffi. I gael rhagor o fanylion, ewch i - www.rentsmart.gov.wales



Ymateb i Gwynion am Rent

Mae angen i landlordiaid sy'n gosod eiddo gynnal a chadw'r eiddo mewn cyflwr sy'n ddiogel ac yn rhydd rhag peryglon. Os nad ydych yn credu bod eich cartref yn cyrraedd y safon yma, e.e. efallai bod y ffenestri'n ddiffygiol, mae'n bosibl ei fod yn torri'r gyfraith, ac fe allwn ni helpu.

Trin Anghydfod rhwng Cymdogion ac Eiddo Gwag

Os ydych chi'n byw'n agos iawn at eiddo sy'n achosi problemau oherwydd diffyg atgyweirio, lleithder neu fermin, e.e. lleithder o'r eiddo drws nesaf, mae yna gyfreithiau sy'n eich amddiffyn chi. Mae'n bosibl y gall y cyngor eich helpu.



Cynnig Cyngor a Chymorth i Landlordiaid

Os ydych chi'n landlord sy'n chwilio am help neu wybodaeth am safonau ac ymrwymadau, bydd y tîm yn falch o'ch helpu. Mae'n bosibl y gallwn gynnig archwiliad am ddim, neu gynnig pecynnau ariannol fyddai o ddiddordeb i chi, e.e. cyngor ar osod eiddo/diogelwch rhag tân a/neu ddewis benthyciad di-log.

Darllenwch ein taflen Adnewyddu a Benthyciadau, neu ewch i powyshousing.co.uk

Trwyddedu Tai mewn Amlfeddiannaeth (HMO)

Diffiniad syml o Dy Amlfeddiannaeth (HMO) yw un sydd â thri neu fwy o bobl nad ydyn nhw'n perthyn â'i gilydd yn byw ynddo ac yn rhannu cyfleusterau. Mae angen i HMO fel y rhain gydymffurfio â meini prawf a safonau penodol. Mae Deddf Tai 2004 hefyd yn caniatáu i HMO gael eu harchwilio, a'u trwyddedu os oes angen, naill ai dan Gynlluniau Trwyddedu HMO gorfodol neu ychwanegol, gan gynnwys codi'r ffioedd cysylltiedig.



Adeilad tri llawr gyda phump neu fwy o bobl yn byw ynddo ac yn rhannu cyfleusterau yw HMO 'gorfodol'. Mae gan Awdurdodau Lleol ddisgresiwn i gyflwyno cynlluniau trwyddedu ychwanegol ar gyfer HMO eraill nad ydynt o fewn gwmpas y trwyddedu gorfodol. Gall hyn gynnwys fflatiau hunangynhwysol nad ydynt wedi'u trosi'n briodol. (Adran 257 HMO yn ôl diffiniad y Ddeddf Tai).

Os ydych chi'n denant sy'n pryderu am HMO, neu'n landlord sy'n gofyn am safonau, cysylltwch â ni. Nodyn: mae'n drosedd gosod HMO gorfodol heb drwydded, neu HMO heb Gynllun Trwyddedu HMO Ychwanegol.

ut mae'r Tîm yn Gweithio

Pan fydd yr Adran Tai Sector Preifat yn derbyn cais, byddwn yn ceisio datrys y mater yn anffurfiol trwy gynnig cyngor neu gymorth ariannol i berchennog yr eiddo. Mae hyn yn aml yn gynnwys archwilio'r eiddo i asesu unrhyw broblemau.

Mae'n bosibl y bydd ein hasesiadau'n defnyddio'r 'System Mesur Iechyd a Diogelwch ar gyfer Tai' – proses i fesur y tebygolrwydd o gael anaf, neu 'Niwsans Statudol' - gweithdrefn i farnu a yw problem yn 'peryglu iechyd'. Mae deddfwriaeth yn bodoli hefyd ar gyfer trin problemau penodol megis draeniad ac ati.

Os ydym yn cynnig cyngor neu gymorth ariannol a hynny'n methu, neu os yw'r mater yn fwy difrifol, yna gallwn ystyried dewisiadau gorfodi, er enghraifft cyflwyno rhwydd cyfreithiol, neu hyd yn oed erlyn. Fodd bynnag, ein nod yw cadw'r tenantiaethau sy'n bodoli a datblygu perthnasoedd gweithio agosach gyda landlordiaid lle bo modd.



Camau gorfodi a chwynion

Mae gan Dîm Tai Sector Preifat (Tai lechyd yr Amgylchedd gynt) ddyletswydd i orfodi deddfwriaeth tai ym Mhowys.

Ein nod yw amddiffyn unigolion rhag niwed a gwella'r amgylchedd lleol er mwyn dylanwadu'n bositif ar ansawdd bywyd dinasyddion Powys.

Rydym yn ceisio gwneud hyn drwy:

- Gydweithio â Rhentu Doeth Cymru
- Ymateb i gwynion am dai sy'n cael eu rhentu
- Trwyddedu Tai Amlfeddiannaeth (HMO)
- Gwneud eiddo gwag yn addas i'w ddefnyddio eto
- Cynnig cyngor a chymorth ariannol i berchnogion
- Trin anghydfod o fewn y gymdogaeth o ran:

Plâu	Dadfeiliad
Lleithder	Draeniad
Tai mewn cyflwr gwael	Gwastraff

Mae'r Tîm Sector Tai Preifat, sy'n gweithio o Aberhonddu, Llandrindod a'r Trallwng, yn gweithio i orfodi a rheoleiddio'r ddeddfwriaeth tai perthnasol, gan wella eiddo a thrafod landlordiaid.

Os oes un o'r problemau sydd wedi'u rhestru yn y daflen yma yn berthnasol i chi, cysylltwch â ni er mwyn i ni weithio gyda'n gilydd i ddatrys eich problem.



I gael rhagor o wybodaeth, neu i wneud cais am wasanaeth, cysylltwch â:

Ffôn: 01597 827464

E-bost: privatesectorhousing@powys.gov.uk

Gwefan: www.powys.gov.uk

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Jonathan Wilkinson, Portfolio Holder for Housing and Countryside Services

SUBJECT: Question from County Councillor William Powell

What mechanisms does the Cabinet Member and his officer team deploy to ensure that residential developments throughout the County, both in the Powys County Council and Brecon Beacons National Park Authority (BBNPA) planning areas, correspond to demonstrable housing need, both in number and type.

In the case of development(s) within the BBNPA area, how does Powys County Council, as the housing authority, ensure that monies allocated as affordable housing contributions are appropriately invested in affordable development(s) within the county boundary - and in accordance with Council priorities?

Response

The primary source of data regarding housing need is the Local Housing Market Assessment (LHMA), a Welsh Government requirement that is updated regularly and fully revised every 5 years (WG Guidance 2006). The Powys LHMA was reviewed in 2016 as part of the LDP process and is currently undergoing a full revision. Alongside this we use data from the Common Housing Register (CHR) which holds all social housing applications for ourselves and the Housing Associations.

The LHMA for Powys disaggregates the area of the BBNPA allowing that planning authority clear access to specific data for the area of Powys within its control. The use of these data sources allows us to influence the design of development schemes so that they correspond to need now and, as far as possible, for the future.

The use of monies received as affordable housing contributions within the BBNPA is governed by that authority's Supplementary Planning Guidance (SPG) which has a specific cascade approach to where such funds can be used and which is clear that this use of funds should not cross either any Unitary Authority boundaries or be spent outside the BBNPA. Powys is committed to acting in accordance with this SPG.

A recent bid by Powys to receive funding from BBNPA to allocate to development very close to where the funding was received has been refused and we are considering an appeal.

Powys County Council has expressed its disagreement with BBNPA holding such funds but as yet has been unable to secure an answer as to what the legal advice given to BBNPA was on which they have based this control.

CYNGOR SIR POWYS COUNTY COUNCIL

County Council
22nd February 2018

REPORT AUTHOR: County Councillor Jonathan Wilkinson, Portfolio Holder for Housing and Countryside Services

SUBJECT: Question from County Councillor William Powell

The National Assembly for Wales EIS Committee has recently reported that progress across Wales has been slow in delivering affordable, 'above the shop' style living. What is Powys County Council currently doing, with partner agencies, to make a decisive contribution to addressing this challenge within the County?

Response

There are many constraints surrounding vacant over the shop properties. In order to be let as homes it is normally necessary that there be a separate access so that tenants do not need to enter via the commercial property. Many do not have the possibility of such access.

Equally there are issues of lease arrangements, cost of refurbishment or re-design, planning and highways (parking) requirements, all of which add to the difficulty of making such developments viable even with grant support for a Housing Association. Cllr Powell will be aware of the long-standing issue of Liverpool House in Talgarth. We do, however, consider such schemes in detail.

Our Private Sector Housing team runs very successful loan funding schemes that have permitted many shop owners and landlords, including in Talgarth, to return their empty over the shop flats to use. However these are not always made available at affordable rent levels due to the cost involved to the landlord that would need to be recouped.

The Council offer a range of financial products, designed to encourage urban regeneration, in the form of sustainable revolving interest free loans. Whilst these are not aimed specifically at flats above shops or delivering affordable units, our Town Centre Loan scheme has been used to address such issues. The scheme not only allows for the renovation of redundant empty residential units above shops, but includes renovation of the retail space beneath, facilitating a 'whole building approach'.

Details of this scheme along with our other financial products are included within the attached Renewal & Property Improvement Loans leaflets.



Renewal & Property Improvement Loans

Has your property fallen into disrepair?

Does it require building works in order to be re-occupied or sold?

If so, Powys County Council has compiled numerous competitive financial packages that may be of interest to you.

Up to £25,000 per unit

- Via Interest Free Loan
- Early Repayable Options Available
- Landlord/Empty Property Specific Products
- Available for All Home Improvements



Loans available

Powys County Council Loan Options

(ROCBF) - Robert Owen County Banking Fund

(PCC) - Powys County Council

All loans shown : - are paid only on completion of approved works
- are interest free (administration fee may apply)
- require work quotations and proof of title
- have debt registered as a local land charge
- are subject to availability

Contact Details for Loan Enquiries and Applications

Loans issued by
Powys County Council:

Phone: 01597 827464

Website: www.powys.gov.uk

Email: privatesectorhousing@powys.gov.uk

Loans issued by the
Robert Owen Community Banking Fund:

Phone: 01686 626234

Website: <https://rocbf.co.uk/>

Email: jan.godfrey@rocbf.co.uk

LANDLORD LOANS (PCC)

Up to £25,000 - Repayment over 5 Years
Nominal fees may apply - Landlords Only

Powys Council offer loans to create and improve private sector accommodation for the rental market. Funding is restricted to 50% of cost of the entire project up to a maximum of £25,000 per unit. This is subject to full repayment over 5-years, beginning 12 months after completion of the works.



HOME IMPROVEMENT LOAN (ROCBF)



Up to £5,000 - Repayment over 5 Years - Interest free - Owner occupiers only

This Welsh Government backed funding scheme can loan up to £5,000 to qualifying owner occupiers, for any works affecting the Safety, Warmth or Security of their home, subject to affordability tests. Support is repayable over 5-years

HOUSES INTO HOMES (PCC)

Up to £25,000 - 3 Year Repayment - Nominal fees may apply - Empty Properties Only

This Welsh Government backed funding scheme issues loans focusing on developing empty properties to bring them up to rental standard or for sale. Support is limited to £25,000 per unit and fully repayable over 3-years.



ZILF "ENERGY EFFICIENCY" FINANCE (ROCBF)



Up to £5,000 - Repayment over 5 Years - Interest free - Specified works only

This loan is currently available to homeowners at £5,000 per measure, specifically for energy / carbon reduction projects, subject to affordability tests. Qualifying measures include greener double glazing, boilers, solar panels and insulation measures. Support is fully repayable over 5-years.

TOWN CENTRE LOAN SCHEME (PCC)

Up to £25,000 - Repayment over 5 Years - Nominal fees may apply

Powys County Council have secured Welsh Government finance for property regeneration in the targeted "Growth Zones" of Llandrindod Wells, Newtown and Brecon. Loan applications can be accepted for most private sector buildings including domestic and retail premise. Support is fully repayable over a maximum of 5-years.



BENTHYCIAD LANDLORD (CYNGOR SIR POWYS)

Hyd at £25,000 – Ad-dalu dros 5 Mlynedd Ffioedd yn daladwy – Landlordiaid yn Unig

Mae'r benthyciadau y mae Cyngor Powys yn eu cynnig i greu a gwella cartrefi yn y sector preifat ar gyfer y farchnad rent wedi'i gyfyngu i 50% o gost y prosiect llawn hyd at uchafswm o £25,000 yr uned. Mae hyn yn amodol ar ad-dalu'n llawn dros 5 mlynedd, gan ddechrau'r taliadau 12 mis ar ôl cwblhau'r gwaith.



BENTHYCIAD GWELLA CARTREFI (ROCBF)



Hyd at £5,000 – Ad-dalu dros 5 mlynedd - Diddordeb Am ddim - Perchnogion Preswyl yn Unig

Gall y cynllun yma sy'n cael ei chefnogi gan Lywodraeth Cymru roi benthycyd hyd at £5,000 i berchnogion preswyl sy'n gymwys i dalu am unrhyw waith sy'n effeithio ar Ddiogelwch, Cynhesrwydd neu Sicrwydd eu cartref, gan ddibynnu ar brofion fforddiadwyedd. Rhaid ad-dalu'r cymorth dros 5 mlynedd

TROI TAI'N GARTREFI (CYNGOR SIR POWYS)

Hyd at £25,000 - Ad-dalu dros 3 blynedd - Ffioedd yn daladwy - Eiddo gwag yn Unig

Mae'r cynllun ariannu yma sy'n cael ei gefnogi gan Lywodraeth Cymru yn rhoi benthyciadau sy'n canolbwyntio ar ddatblygu eiddo gwag, i'w codi i'r safon y mae modd codi rhent amdanyn nhw, neu eu gwerthu. Mae cyfyngiad o £25,000 yr uned ar lefel y cymorth, ac mae'n rhaid ei ad-dalu'n llawn dros 3 blynedd.



CYLLID "EFFEITHLONRWYDD YNNI" ZILF (ROCBF)



Hyd at £5,000 – Ad-dalu dros 5 Mlynedd - Diddordeb Am ddim - Gwaith penodedig yn unig

Mae'r benthyciad yma ar gael ar hyn o bryd i berchnogion tai hyd at £5,000 y mesur, yn benodol ar gyfer prosiectau lleihau ynni / carbon, gan ddibynnu ar brofion fforddiadwyedd. Ymhlith y mesurau cymwys mae ffenestri dwbl gwyrdach, boeleri, paneli solar a mesurau inswleiddio. Rhaid ad-dalu'r cymorth yn llawn dros 5 mlynedd.

CYNLLUN BENTHYCIAD CANOL TREF (CYNGOR SIR POWYS)

Hyd at £25,000 - Ad-dalu dros 5 Mlynedd – Ffioedd yn daladwy

Mae Cyngor Sir Powys wedi sicrhau cyllid Llywodraeth Cymru ar gyfer yr "Ardaloedd Twf" a dargedwyd yn Llandrindod, Y Drenewydd ac Aberhonddu. Gellir derbyn ceisiadau ar gyfer y rhan fwyaf o adeiladau yn y sector preifat, gan gynnwys safleoedd domestig a manwerthu. Rhaid ad-dalu'r cymorth yn llawn dros 5





Benthyciadau Adnewyddu a Gwella Eiddo

Ydy'ch eiddo mewn cyflwr gwael?

A oes angen gwaith adeiladu arno er mwyn iddo gael ei ailfeddiannu neu'i werthu?

Os felly, mae Cyngor Sir Powys wedi casglu nifer o becynnau ariannol cystadleuol a allai fod o ddiddordeb i chi.

Hyd at £25,000 yr uned

- Trwy Fenthyciad Di-log
- Opsiynau Ad-dalu'n Gynnar ar Gael
- Pecynnau Penodol ar gyfer Landlord/Eiddo Gwag
- Ar gael ar gyfer Pob Gwaith i Wella Cartrefi



Benthyciadau sydd ar gael

Opsiynau Benthyciadau Cyngor

(ROCBF) - Cronfa Fancio Sirol Robert Owen County Banking

(PCC) - Cyngor Sir Powys

Bydd yr holl fenthyciadau sy'n cael eu dangos :

- yn cael eu talu dim ond pan fydd y gwaith a gymeradwywyd wedi'i gwblhau
- yn ddi-log (ond efallai y bydd yn rhaid talu ffi gweinyddol)
- yn amodol ar gael amcanbrisiau am waith a phrawf o berchnogaeth
- yn cofrestru dyled fel pridiant tir lleol
- yn dibynnu a oes arian ar gael ai peidio

Manylion Cysylltu ar gyfer Ymholiadau Benthyciadau a Cheisiadau

Benthyciadau a restrir gan
Gyngor Sir Powys:

Ffôn: 01597 827464

Gwefan: www.powys.gov.uk

E-bost: privatesectorhousing@powys.gov.uk

Loans issued by the

Robert Owen Community Banking Fund:

Ffôn: 01686 626234

Gwefan: <https://rocbf.co.uk/>

E-bost: jan.godfrey@rocbf.co.uk

Town Centre Loan Scheme will

- Enhance physical built environment.
- Provide long-term strategy to address poor quality premises.
- Simultaneously meet increasing demand.
- Develop business opportunities.
- Improve community benefits
- Increase employment and apprenticeships through local procurement.
- Ensure capital investment is recycled within the community.
- Reduce urban poverty.



Outcomes for this programme include:

- Increased number of empty or redundant units brought back into use.
- Improved occupancy of quality affordable family and business units.
- Improved fire safety standards.
- Increased energy efficiency designed to tackle fuel poverty.

Local Growth Zone Town Centre Loan Scheme

Llandrindod Wells Newtown Brecon



**Returning Empty
Business/Residential
Units to Use,
Improving Supply,
Quality and Energy
Efficiency of the
Built Environment**



Powys Town Centre Loan Scheme - Procedure



**Powys Private Sector
Housing Team**

**For more information
please contact :**

Julian Preece

Private Sector Housing

Julian.Preece@powys.gov.uk

Sam Lloyd-Clayton

Community Development

Regeneration@powys.gov.uk

 **01597 82 7669**



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Applicant
submits
fully costed
scheme
proposal

- Schemes may include renovation of empty property/retail unit into use or conversion to create new domestic/retail unit to let
- Steering Group assess scheme against corporate objectives - PROGRESSES or
- Scheme fails objectives - REJECTED

Loan offer
Issued to
applicant

- Offer includes 12% application & administration fee added to loan & recovered over lifetime of loan
- Signed scheme consent form received within 28 days - PROGRESSES
- Non return - offer EXPIRES

Loan approved
with conditions
attached

- Loan offer issued within maximum limits & 12 month completion condition
- No progress on site - loan offer WITHDRAWN

Registration
of local
Land Charge

- Loan secured against subject property
- Site inspections - 50% works funded by applicant prior to release of loan
- Works progress beyond 50% - Funded via interim loan payments to completion

Registration
with
Debt Recovery

- Certified completion - all loans registered with Debt Recover
- Debt Recovery issue letters/set up direct debit to recover 20% instalments 12 months after completion - "payment holiday" encourages owner to bring long-term problem empty units back into use
- Any failure to repay - Debt Recovery procedure to recover 100% loan balance

Loan repayments
recovered and
recycled

- 20% recycled finance reinvested (supplemented with fresh capital) per annum
- 100% of original loan plus fees recovered within 5 financial years
- Sustainable revolving loan fund available for future investment within new & strategically targeted Town Centre regeneration schemes

Bydd y Cynllun Benthyciadau Canol Tref yn

- Gwella'r amgylchedd adeiledig ffisegol.
- Cynnig strategaeth tymor hir i drafod eiddo o ansawdd wael.
- Diwallu'r cynnydd mewn galw ar yr un pryd.
- Datblygu cyfleoedd busnes.
- Gwella manteision cymunedol.
- Cynyddu cyflogaeth a phrentisiaethau trwy gaffael lleol.
- Sicrhau ailgylchu buddsoddiadau cyfalaf o fewn y gymuned.
- Gostwng flodi gwledig.



Mae canlyniadau ar gyfer y rhaglen hon yn cynnwys:

- Cynnydd yn nifer yr unedau gwag neu segur sy'n dod yn ôl i mewn i ddefnydd.
- Gwella meddiannu unedau teulu ac unedau busnes fforddiadwy o ansawdd.
- Gwella safonau diogelwch tân.
- Cynnydd mewn effeithiolrwydd ynni a fwriedir i oresgyn flodi tanwydd.

Cynllun Benthyciadau Canol Tref Ardaloedd Twf Lleol

Llandrindod Y Drenewydd Aberhonddu



**Dychwelyd Unedau
Busnes/ Adwerthu
Yn ôl i Ddefnydd,
Gwella Cyflenwad,
Ansawdd ac
Effeithiolrwydd
Ynni Yr Amgylchedd
Adeiledig**



Cynllun Benthyciadau Canol Trefi Powys – Gweithdrefn



**Tîm Tai'r Sector
Preifat Powys**

**Am ragor o wybodaeth,
Cysylltwch â :**

Julian Preece

Tai'r Sector Preifat

Julian.Preece@powys.gov.uk

Sam Lloyd-Clayton

Datblygu Cymunedol

Regeneration@powys.gov.uk

01597 82 7669



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Powys

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Ymgeiswyr yn
cyflwyno cynnig
am gynllun gyda
chostau llawn

- Gall cynlluniau gynnwys adnewyddu eiddo gwag/uned adwerthu er mwyn ei ddefnyddio neu ei drawsnewid i greu uned ddomestig/adwerthu newydd i'w gosod
- Grŵp Llywio yn asesu cynllun yn erbyn amcanion corfforaethol - SYMUD YMLAEN neu
- Cynllun yn methu o ran amcanion – GWRTHOD

Cyflwyno cynnig
o fenthyciad
i ymgeisydd

- Cynnig yn cynnwys ffi ymgeisio a gweinyddu o 12% yn ychwanegol at y benthyciad a'i adfer dros gyfnod y benthyciad
- Ffurflen ganiatâd y cynllun wedi'i harwyddo i'w derbyn o fewn 28 diwrnod – SYMUD YMLAEN
- Peidio â dychwelyd – cynnig YN DOD I BEN

Cymeradwyo
benthyciad gyda'r
amodau yn
gysylltiedig

- Cyflwyno cynnig o fenthyciad o fewn y terfynau uchaf ac amod cwblhau o fewn 12 mis
- Dim cynnydd ar y safle – y cynnig o fenthyciad yn CAEL EI DYNNU'N ÔL

Cofrestru
Tâl Tir
lleol

- Benthyciad wedi'i sicrhau yn erbyn yr eiddo dan sylw
- Archwiliadau safle - 50% o'r gwaith yn cael ei ariannu gan yr ymgeisydd cyn rhyddhau'r benthyciad
- Cynnydd y tu hwnt i 50% yn y gwaith – Ariennir trwy gyfrwng taliadau benthyciad dros dro tan y caiff y gwaith ei gwblhau

Cofrestru gydag
Adfer Dyledion

- Ardystio cwblhau'r gwaith – pob benthyciad wedi'i gofrestru gydag Adfer Dyledion
- Adfer Dyledion yn cyflwyno llythyrau/ sefydlu debyd uniongyrchol i adfer rhandaliadau o 20% 12 mis wedi cwblhau – "gwyliau talu" sy'n annog perchnogion i ddod ag unedau gwag sy'n problem tymor hir yn ôl i ddefnydd
- Unrhyw fethiant i ad-dalu – gweithdrefn Adfer Dyledion i adfer 100% o falans y benthyciad

Adfer ac
ailgylchu
ad-daliadau

- Ail-fuddsoddi 20% o gyllid a ailgylchir (wedi'i ategu gyda chyfalaf newydd) fesul blwyddyn
- 100% o'r benthyciad gwreiddiol gan gynnwys ffioedd a gafodd eu hadfer o fewn 5 blwyddyn ariannol
- Cronfa fenthyciadau cynaliadwy sy'n cylchdroi ac sydd ar gael ar gyfer buddsoddiadau yn y dyfodol o fewn cynlluniau adfywio Canol Trefi newydd a dargedir yn strategol