

Public Document Pack

Cabinet

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

Meeting date
Tuesday, 12 February 2019

Meeting time
10.30 am

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

6 February 2019

Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod
gwaith cyn y cyfarfod.
You are welcome to speak Welsh or English in the meeting.
Please inform us of which language you wish to use 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 held as a correct record.

(Pages 5 - 8)

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.	BUDGET FOR 2019-20, MEDIUM TERM FINANCIAL STRATEGY 2019-2024 AND CAPITAL PROGRAMME FOR 2019-2024
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport. Comments from the Finance Scrutiny Panel will follow.

(Pages 9 - 812)

5.	HOUSING REVENUE ACCOUNT RENT AND RELATED CHARGES INCREASE FOR 2019/20
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To consider a report by County Councillor James Evans, Portfolio Holder for Corporate Governance, Housing and Public Protection.

(Pages 813 - 820)

6.	LOCAL AUTHORITY TRADING COMPANY (LATC)
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 821 - 878)

7.	FINANCIAL OVERVIEW AND FORECAST AS AT 31ST DECEMBER 2018
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 879 - 890)

8.	CAPITAL PROGRAMME UPDATE FOR THE PERIOD TO 31ST DECEMBER 2018
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 891 - 896)

9.	TREASURY MANAGEMENT QTR 3 REPORT
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 897 - 916)

10.	WELSH PUBLIC LIBRARY STANDARDS REPORT FOR 2017/18
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To consider a report by County Councillor Rachel Powell Portfolio Holder for Young People and Culture.

(Pages 917 - 960)

11.	UPDATE: REVIEW OF DAY TIME ACTIVITIES FOR OLDER PEOPLE (INCLUDING DAY CENTRES)
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To consider a report by County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care.

(Pages 961 - 970)

12.	CORPORATE SAFEGUARDING 6 MONTHLY UPDATE AS AT 31 DECEMBER 2018
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To consider a report by the Director of Social Services.

(Pages 971 - 972)

13.	REPORT FROM THE CHAIR OF THE IMPROVEMENT AND ASSURANCE BOARD
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To consider a report by the Chair of the Improvement and Assurance Board.
(Pages 973 - 978)

14.	IMPROVEMENT AND ASSURANCE BOARD MINUTES
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To receive for information the minutes of the Improvement and Assurance Board meetings held on 29th November 2018 and 9th January 2019.
(Pages 979 - 996)

15.	CORRESPONDENCE
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

16.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.
(Pages 997 - 998)

17.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.
(Pages 999 - 1002)

18.	EXEMPT ITEMS
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The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following items. His view on the public interest test (having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

These factors in his view outweigh the public interest in disclosing this information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

19.	MANAGEMENT OF THE POWYS COUNTY COUNCIL OWNED RESIDENTIAL HOMES
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To consider a report by County Councillor Stephen Hayes, Portfolio Holder for Adult Social Care.
(To Follow)

**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 15 JANUARY
2019**

PRESENT

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, S M Hayes, R Powell and M Weale

In attendance: County Councillors Bryn Davies, Pete Roberts, for part of the meeting
County Councillors Beverley Baynham and John Morris

1. APOLOGIES

Apologies for absence were received from County Councillor James Evans.

2. MINUTES

The Leader was authorised to sign the minutes of the last meeting held on 18th December 2018 as a correct record.

3. DECLARATIONS OF INTEREST

There were no declarations of interest reported. Councillors who were local authority appointed school governors had a dispensation to speak and vote on the schools funding formula report.

4. FORMULA REVIEW POST CONSULTATION
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The Portfolio Holder for Learning and the Welsh Language outlined the reasons for the review which had been undertaken by the Formula Review Group. The formula aimed to address concerns about the level of deficit occurring in some schools and the need to ensure all schools were funded sufficiently to be able to deliver an appropriate curriculum.

The Director of Education advised that Powys had the highest gross expenditure per pupil in Wales in 2018/19 and that gross funding had increased by 4.9% between 2017/18 and 2018/19. The 2.2% net increase in funding per pupil compared favourably to the 1.6% Welsh average. He also noted that the Council spent above the Welsh Government Indicator Based Assessment and he refuted a press report that Welsh medium education was not being properly funded. He explained that the majority of schools were in deficit because some governing bodies were not managing resources effectively and the Council hadn't been allocating funds effectively. Implementing the new formula would mean that the Authority would be allocating funds effectively to individual schools in future, based on a clear rationale/ operating model, and that there would be

transparency wherever Governing Bodies spend above the notional operational model on leadership or any other heading.

County Councillor Pete Roberts responded on behalf of Scrutiny. He noted that the version of the report before Cabinet differed from that considered by Scrutiny and that it was difficult to see which of the Scrutiny recommendations had been accepted because the report had not been completed properly. The Director of Education confirmed that there would be a formal response to the Scrutiny report and that there would be a review of the impact of the changes in the first year of implementation followed by annual reviews. Clarification was provided on the Individual School Range (ISR) set by governing bodies for leadership posts. The ISR dictates the maximum funding the formula would attribute for leadership posts and not necessarily reflect what the schools were currently paying. The old and new formula both cap the funding based on the ISR and the impact of this change was circa £20k.

County Councillor Bryn Davies argued that there should be more support for Welsh medium education to address the decline in the number of Welsh speakers and that the core funding formula should fund opportunities for immersive learning whenever a pupil came into the system. Cabinet was advised that this would not be possible as an immersive stream could not be put in every school, but that funding followed pupils, so that where there was a need this was resourced. The Director acknowledged that the Welsh in Education Strategic Forum needed to be more active and he advised that it would be meeting more frequently in future.

The Director also outlined the support offered to school governing bodies and the Leader advised that a seminar to brief members on the new Funding Formula would be held in February.

RESOLVED:	Reason for Decision:
To implement the new school funding formula as set out in Appendix A1 and A2 from April 2019.	To demonstrate the fair and transparent resourcing of agreed educational policy.
To phase implementation over two financial years.	To ease the impact of the changes on individual schools.
To maintain the link between educational policy and budget in circumstances where policy, budget or cost change through annual review.	To ensure the integrity of the funding formula is maintained.

5.	WHQS ACHIEVEMENT AND THE ADOPTION OF DAMP AND ENERGY EFFICIENCY STRATEGIES FOR POWYS
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The Leader was pleased to report that the council had successfully achieved completion of its WHQS programme. Around £72 million has been invested in the Council's housing stock in the last 7 years. The Leader thanked everyone involved in helping the Council achieve this landmark. The next phase of investment involved the adoption of a Damp Strategy and a Thermal Comfort

Strategy, to develop a 'WHQS Plus' programme, and address WHQS 'acceptable fails'. Officers explained how the works would be arranged to maximise the spend with local contractors.

RESOLVED	Reason for Decision:
That Cabinet notes the successful outcome of the WHQS programme, and approves the adoption of the Damp and Thermal Comfort Strategies.	To demonstrate the council's: <ul style="list-style-type: none"> • Continue to meet statutory obligations • Maintain leadership ambition to over achieve in relation to the WHQS standard • Commitment to pro-actively addressing fuel poverty

6. FINANCIAL OVERVIEW AND FORECAST AS AT 30TH NOVEMBER 2018

Cabinet considered the Financial Overview and Forecast report for the period ended 30th November 2018.

RESOLVED	Reason for Decision
<ol style="list-style-type: none"> 1. That the contents of the report are noted. 2. That the grant reported in section 6.1 of the report is accepted. 3. That given the pressure on the revenue budget the Cabinet supports the S151 Officer's requirement to control discretionary expenditure until the end of the financial year. 	To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.

7. CAPITAL PROGRAMME UPDATE FOR THE PERIOD TO 30TH NOVEMBER 2018

Cabinet considered the Capital Programme update for the period ended 30th November 2018.

RESOLVED	Reasons for Decision
1. That the contents of the report are noted by Cabinet.	To outline the capital budget position as at 30 th November 2018.
2. The Capital virements set out in section 2 of the report be approved, and those over	To ensure appropriate virements, are carried out. To align budgets with spending plans.

£500k be submitted to full council for approval.	
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8. CORRESPONDENCE

There were no items of correspondence.

9. DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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The list of delegated decisions taken by portfolio holders was noted.

10. FORWARD WORK PROGRAMME

Cabinet received the forward work programme.

County Councillor M R Harris (Chair)

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET

Date: 12th February 2019

REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Budget for 2019-20, Medium Term Financial Strategy 2019-2024 and Capital Programme for 2019-2024

REPORT FOR: Decision

1. Introduction

- 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 2019 with provisional proposals for the next 4 years to 31st March 2024. 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 2019/20. 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 The Council continues to respond to the major financial challenge it is experiencing to ensure that it maintains a balanced budget.
- 1.4 The choices to achieve this position are difficult. Delivering services in the same way as we have done in the past is no longer viable. This budget proposal recognises that we must ensure our statutory services are delivered efficiently and achieve value for money. However, it is often the discretionary services that our residents value.

1.5 **Protecting Priorities and Services**

The council has attempted to protect the services our residents value and need, and prioritise the council's Vision 2025:

- This budget passes on to schools delegated budgets an additional £1m, retaining Powys' position as one of the highest funders of education in Wales.
- This budget protects the investment that has been made in Children's and Adults services although significant pressures remain.
- This budget maintains the funding for developing key priorities within Vision 2025 such as the mid-Wales Growth Deal, building 250 extra homes and using the council's considerable spend to support county businesses with greater use of the Powys pound.
- This budget protects the delivery of statutory services such as environmental health and Trading Standards.

1.6 **Our approach to 'bridging the funding gap'**

This starts with transformational changes to the council's operating model. This has included the following:

- A new, smaller senior management structure saving £1m.
- Reductions in management and staffing numbers and costs in back office and support functions, flowing from the new operating model, saving £3.3m.
- Changes to management and system processes saving £200k
- A radical review of all council's assets, through the rationalisation and disposing of property, we have already disposed of 81 buildings since 2013 and further changes in 2019/20 will save £384k.

1.7 The council has also started to take a transformational approach to the way it will deliver or fund some services. This includes:

- A complete review of all third party funding and withdrawal of funding from all but the highest priorities saving £862k
- Innovative models of social care, partnership working and greater use of digital technology, providing effective, integrated health and care in a rural environment.
- Full recovery of costs in some areas, withdrawal of funding from areas that are lower priority and sourcing alternative funding streams, saving £2.4m
- Restructure our services for children with additional learning needs, inclusion and behaviour through reorganisation of the delivery of support for pupils with additional learning needs in line with the new Additional Learning Needs and Education Tribunal Wales Act and increasing capacity in county to reduce the number of Out of County placements, saving £300k.
- Rationalisation of Highways Waste Recycling Centres and changes in Highways operational activity, saving £375k.
- The Highways Transport and Recycling Transformation programme for 2019/20 will improve productivity, reduce costs and generate more income delivering savings of £1.1m

1.8 We have also focussed on areas where income could be maximised either through justified increases in charges and fees, or working differently with our partners and sharing building or developing multi organisation hubs.

1.9 The budget proposed this year does not rely on reserves or one-off sources of funding and addresses one of sources used in the previous year to ensure that the budget is sustainable going forward. The level of reserves is assessed as being at an acceptable level and in line with the Council's policy of maintaining a 3% minimum general fund reserves. Specific reserves are held for identified purposes.

1.10 It is recognised that the Council of the past is no longer affordable, the council will become smaller while maintaining its focus on its priorities.

2. Strategic Context

2.1 The Office for Budget Responsibility (OBR) reported in October 2018 that the outlook for the public finances, in the medium term, looks much the same as it did in March 2018 - a significant improvement in the underlying pace of deficit reduction, that on its own would have put the Government on course to achieve its objective of a balanced budget for the first time. This underlying improvement now meets the Prime Minister's promise of higher spending on the NHS made in June. The remaining budget policy measures mean the deficit in 2022-23 is little changed overall.

- 2.2 On 29 October, the Chancellor of the Exchequer presented the UK Autumn Budget. As a result of the UK Government's spending decisions, Wales received Barnett consequentials (Wales' share of central government funding additions) of £554.3m between 2018-19 and 2020-21. This comprises an extra £485.9m revenue, £59.9m capital and £8.5m of financial transactions capital.
- 2.3 The Welsh Government stated that local government would be "front of the queue" for extra funding resulting from the Autumn Budget as it recognised the real pressures local authorities are facing. In January 2018, local authorities were facing a 1% reduction in the revenue support grant (RSG) for 2019-20 – this was equivalent to a cash reduction of £43m. The draft Budget 2019-20 reduced that cut in funding in the RSG to less than £15m (equivalent to a reduction of 0.3% in the RSG). Welsh Government put in place a funding 'floor' to ensure no authority would face a reduction in funding of more than 1% over the previous year. The draft Budget also provided £84m of additional revenue in special grants and other funding streams for local government outside the RSG.
- 2.4 In November, Welsh Government announced a package of additional funding proposals worth a total of £141.5m over three years (2018-21) for local government. Wales Fiscal Analysis briefing note reports that Welsh Government day-to-day spending will increase by over 2%, in real terms, in 2019-20, which is by far the largest increase since before the start of austerity measures in 2010-11. However, it will still be around 5% lower in real terms than in 2010-11.
- 2.5 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.
- 2.6 Conversely, the county's level of 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.
- 2.7 These factors in combination continue to present 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.
- 2.8 Social Services within Powys have been under considerable pressure. Demand for these services and the need for sustainable change has been supported by considerable investment. These pressures continue to impact on the Council's budget. Budgets for these services will be set in order to manage the current pattern of service provision. The on-going development of clear service and financial strategies support this approach. Identification of the potential future pressures these services could face, together with plans of how these can be mitigated and managed, demonstrate how service provision will transform whilst delivering the required improvement.

3 Welsh Government Settlement

- 3.1 The Final Settlement was received on the 19th December 2018. The Aggregate External Finance (AEF) figure was £174.291m which was a 0.3% 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%.
- 3.2 Powys, along with 9 other Authorities, saw a reduced level of funding, with Powys ranking joint 18th 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 0.3%. 5 authorities benefitted from this.
- 3.3 Powys has £1,323 of funding per capita, compared to the Wales average of £1,352 and the year on year change ranks 12th out of all the Unitary Authorities.
- 3.4 The annual funding distribution from Welsh Government (WG) relies on the use of a number of key datasets within the formula that calculates the funding allocation for each council.
- 3.5 For Powys our funding settlement for next year has yet again been influenced by less favourable movement in these data sets in nearly all areas. This is a persistent factor affecting our settlement and includes population projections, pupil numbers, primary free school meals and income support and job seekers allowance/pension credits claimants. The following table shows our comparative position out of the 22 local authorities. The key data sets are population and pupil numbers.

Changes in Key Datasets

Dataset ¹	2018-19 Final	2019-20 Final	% Difference	Rank
Population projections	131,922	131,721	-0.2%	22
Pupil Numbers - Nursery and Primary	9,840	9,755	-0.9%	21
Pupil Numbers - Secondary in year groups 7-11	6,315	6,297	-0.3%	18
Free School Meals - Primary	1,065	1,034	-2.9%	20
Free School Meals - Secondary	640	637	-0.5%	15
Children in out of work families	3,000	2,900	-3.3%	15
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	1,886	1,605	-14.9%	22
IS/ JSA/ PC claimants - 65+	4,684	4,466	-4.7%	8
IS/ JSA/ PC/UC (not in employment) claimants - all ages	6,584	6,084	-7.6%	11
SDA/DLA/PIP claimants - 18 to 64	4,538	4,544	0.1%	4

1. For definitions of the indicators refer to the Local Government Settlement 2019-20 - Local Government Finance (Councils) Report.

- 3.6 Two grants were transferred into the Revenue Support Grant (RSG):
- ❖ Teachers Pay Grant £328k
 - ❖ Free School Meals Grant £185k

Welsh Government are also providing additional support for the Teachers pay with further grant funding provided in 2019/20.

- 3.7 In recognition of the important role local authorities play in delivering core social services and the preventative approach at the heart of delivery, the Welsh Government settlement

contains a further £20 million to help ease these pressures. The allocation for Powys is £820k.

- 3.8 The final settlement includes a further £7 million to support the increase to the capital limit in charging for residential care to £50,000 commencing from April 2019. Powys has received £352k of this funding to manage the shortfall in revenue this creates.
- 3.9 Also included is an extension of the High Street rate relief scheme in 2019-20. This will enable Councils to provide additional discretionary rates relief for local businesses and other ratepayers in response to specific local issues.
- 3.10 Alongside the settlement Welsh Government is again providing £600,000 to support local government to eliminate charging for child burials.
- 3.11 While the unhyposhated (non-earmarked) Settlement is the largest single source of funding available to authorities, it is not the only one. In setting the budget and council tax levels for next year, Welsh Government expects every authority to take account of all the available funding streams and to consider how to secure best value for Welsh taxpayers through effective and efficient service provision.
- 3.12 Welsh Government provides a number of specific grants in addition to the settlement funding. A number of grants have been amalgamated with the establishment of a Children and Communities Grant (bringing together seven existing programmes) and a single Housing Support Grant (bringing together a further three programmes) from 1 April 2019. This will increase flexibility for local authorities and help to reduce the administrative burden associated with grant funding.
- 3.13 The General Capital Grant for Powys has increased by £1.545m. This is the first year of a three-year commitment to provide additional capital.

4 Proposal – Revenue Budget 2019/20

- 4.1 Underpinning the Council's budget plan and strategy is the Financial Resources Model (FRM). This model is continually reviewed and developed in formulating the budget proposal.
- 4.2 The proposed Net Revenue budget for the Council for the financial year 2019/20 is £255.2m. This includes the delegated schools' budget.
- 4.3 The budget is underpinned by the revenue settlement received from Welsh Government, which funds 68.3% of the council's net expenditure. In addition, Welsh Government and other Government departments fund activities through specific grant. The remaining net expenditure is funded by Council Tax.
- 4.4 The proposal includes an increase in Council Tax of 9.5%. 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 21st February 2019. On 7th March full Council meets to set the Council Tax in line with the final budget. This meeting does not reopen the budget but ensures the Council sets Council Tax for billing purposes.
- 4.5 The Council needs to look at a strategy that seeks a balance between Council Tax increases and financial resilience. Welsh Government sees Council Tax setting as a matter for each local authority to determine in order to meet pressures on its services.

This is now the government's policy expectation and planning assumption. The scale of demand and challenges in social care make it very unlikely that the 2019/20 budget could be easily balanced without an approach that sees maximising council tax as a key component. In addition, any decision to seek a low level of Council Tax will affect the Council's long term resilience as this depends on a strong tax base, meaning the rate of Council Tax as well as numbers of homes.

4.6 Any change in the level of Council Tax will have a financial impact. This is outlined below and a reduction in the level of increase must be met by further budget reductions including service cuts:-

- 0.25% change £176k
- 0.50% change £367k
- 1.00% change £735k

4.7 The financial 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. The MTFS has been reviewed and strengthened in response to the Wales Audit Office Annual Audit letter which recommended that "The Council must also act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward."

4.8 This year's budget planning has again 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. The approach has significantly assisted directorates with financial planning.

4.9 The FRM shows a balanced budget for 2019/20 and is attached as Appendix 2. The specific details of the assumptions and items included are provided in the sections below.

4.10 Inflationary pressures and the impact of Local Government Pay settlement have been considered across services and £1.6m has been provided to assist in meeting these additional costs. The majority of this funding provides for the proposed Local Government pay award. The council is also dealing with the impact of new pay grading; this will be dealt with by services.

4.11 Two grants have transferred into RSG totalling £513k, as detailed in section 3.6. The budget proposes the passing of these funds to the services to meet the additional pressure.

4.12 New responsibilities are required of the Council and these are reflected with investment of £352k to support the increase to the capital limit for charging for residential care from £40,000 to £50,000 commencing from April 2019.

4.13 The proposal identifies and includes investment and service pressures of £12.9m. 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. 2019/20 is the Year 3. This is a figure agreed by the actuary and signed off by the Treasury.
- 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 has increased the annual levy by 2.1%. This means the Powys County Council budget has to meet an additional unfunded pressure of £87k because of Mid and West Fire Service's decision.
- In line with previous years, Cabinet continues to support additional funding for schools with a further £1m included for allocation via the formula.
- Welsh Government has maintained the funding level within the Revenue Support Grant with regard to the Council Tax Reduction scheme. However, the Welsh Government settlement no longer keeps pace with payment levels and our expenditure of £8.9m currently exceeds the level of budget allocated for this. At a proposed increase level of 9.5% £1.25m is included to meet this shortfall.
- It will be recalled that the need to support Children's Services meant reserves were redirected to support the revenue budget in 2018/19. This was a 'one off' funding source and reduced the need for further immediate savings in that year, providing more time for the development of the transformational programme that needs to be implemented. The pressure this one off funding created has been resolved on a permanent basis within the 2019-20 budget proposal.

4.14 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.

4.15 This proposal provides a balanced budget for 2019/20 and includes further reductions in expenditure through efficiencies and some changes to service provision.

4.16 Reductions in expenditure through savings of £12.7m are required. Service proposals have been included in the budget plan and are provided in detail in Appendix 3.

4.17 The proposals include:-

- Continue to deliver efficiencies through process change
- Organisational Transformation - changing the Council's operating model with savings being made from and senior management arrangements.

- Where possible and appropriate, ensuring full cost recovery, or generating new sources of income.
- Consider further partnership working in order to increase efficiency and reduce cost.
- Identify services that may be no longer appropriate or required.
- Develop a community delivery approach to service delivery via the Stronger Communities Programme Board and our partners.
- Review third party spend so that contracts and specifications are appropriate and proportionate and meeting our priorities. This has seen the withdrawal of support from some organisations.
- Make more effective use of our buildings or reduce the numbers of sites out of which we operate
- Continue to restructure our services for additional learning needs, inclusion and behaviour through implementation of the revised Strategy for Special Educational needs.
- Pass on to schools delegated budgets all increases or reductions which relate to changes in pupil numbers.

4.18 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.

4.19 The delivery of these savings is essential to deliver a balanced budget. Achievement of savings within the financial year remains under 80%. The Council has a good record delivering savings but the record shows the savings to take longer than a financial year to be delivered. The Wales Audit Office Audit letter made a Statutory Recommendation to the Council under section 25(2) of the Public Audit (Wales) Act 2004 which stated "In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget."

4.20 Assurance must be provided to Council that the budget is robust and that the savings included in it are deliverable. This will also enable the Council and the Statutory Chief Finance Officer (S151) to sign off the budget with confidence. For the proposed budget, Savings Panels have been held to challenge and test the deliverability of each proposal. Heads of Service have provided the assurance that they can deliver the savings within the required timescales, whilst also reflecting on any risks.

4.21 In order to provide further budget assurance an independent assessment of the whole budget proposal has been undertaken by the Chartered Institute of Public Finance and Accountancy (CIPFA). This provides the Council with an independent view of the robustness of the plan.

4.22 Savings included in previous budget plans which remain outstanding, where these are undeliverable, have been removed from the budget plan. This means £3.9m was added to the pressures to balance the budget. However, by resetting areas of high risk in the budget it gives increased assurance about delivering savings on 2019-20.

4.23 A change to the Minimum Revenue Provision (MRP) policy implemented previously was further supported by a retrospective recalculation of MRP liability releasing non recurrent savings of £19.988m over a phased period by a reduction in the annual MRP charge. The saving contributes to the budget plan as follows: -

- 2017/18 £4.0m
- 2018/19 £4.5m
- 2019/20 £5.0m
- 2020/21 £4.0m
- 2021/22 £2.488m

4.24 The reduced MRP charge 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.

5. Social Services

5.1 The level of investment in Powys' Social Services last year was considerable, increasing their base funding by an unprecedented £6.5m for Adults and £6.2m for Children's services. Further funding provided by Welsh Government via the revenue settlement (see section 3.7 above) will also be allocated to these services providing an additional £1.1m. This level of additional funding (particularly for Children's Services) reflected the serious challenge the Council faced as well as its commitment to improve outcomes by addressing the poor Children's Service inspection report.

5.2 It must be stressed that Social Services is a key area of financial risk in the 2019-20 budget. This can only be resolved through a corporate approach that sees a whole council response. An appropriate level of challenge and support will be needed in 2019-20 to ensure improvements in services to the most vulnerable are sustainable and that this does not affect the council's financial reserves.

5.3 Other funding sources will need to be maximised, including Welsh Government specific grants, to support Social Care, which the service will be able to draw down. Welsh Government has decided to use Regional Partnership Boards as the bodies for additional Children's Services funding; it therefore important that the Regional Partnership Board contributes to the pressures within Children's services, and activity that achieves service improvement and reduces financial risk must be prioritised.

5.4 In 2018-19 Adult Social Care received a significant budget increase of £6.5m. The service has delivered savings of £1.4m this year and the 2018-19 projected outturn reports a small underspend, it remains policy that there will be a reduction in base funding of £1m as part of the 2019-20 proposal. This is not without risk but the large increase in 2018-19 put the budget on a more sustainable footing and whilst potential demographic pressures are evident, it is only appropriate that Adult Services ensures it operates efficiently and effectively. However, the overall risk that Social Services (both Children's and Adults) face in 2019-20 means that the budget management reserve forms a key part of the strategy and the £2m addition included as part of the budget addresses this potential risk.

6. Capital Receipts to fund Transformation

- 6.1 Capital receipts are raised from the sale of council assets and can be used to fund capital costs or repay debt. A Capitalisation directive (April 2018) issued by the Welsh Cabinet Secretary for Local Government and Public Services, enables authorities to use capital receipts much more flexibly. This means capital receipts can help fund the revenue costs of transformation projects that generate ongoing revenue savings or transform service delivery in a way that reduces cost or demand for services in future years. This is a welcome flexibility but is restricted to the financial years from 1st April 2016 to 31st March 2022. In other words, there is a window to use the directive to support the Council through a challenging period.
- 6.2 The Council has used this flexibility since its introduction and has reduced the impact on the revenue budget by approximately £3m in the last 3 years. It is proposed to continue the use of this funding stream for the next 3 years with a minimum of £2m per annum supporting qualifying revenue expenditure. The detailed policy on the use of Capital receipts is provided in Appendix 6 and also forms part of the Capital Strategy.

7. Reserves

- 7.1 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial stability. They provide a safeguard against risk, unusual events and future financial pressures.
- 7.2 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.
- 7.3 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.
- 7.4 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.
- 7.5 The level of reserves held and their forecast use in 2018/19 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 2018.

Revenue Reserve	Opening Balance 1st April 18 Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance 31st March 19 Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,680	0	(3,072)	6,608
Budget Management Reserve	3,584	0		3,584
21st Century Schools Reserve	5,524	(5,043)		481
Adult Services Reserve	2,750	(2,004)		746
Specific Reserves	2,356	130		2,486
Other Ringfenced & Specific Reserves	14,072	(3,355)	0	10,717
Schools Delegated Reserves	(878)	(1,545)	(671)	(3,094)
Housing Revenue Account	3,267	212	28	3,507
Total Revenue Reserves	40,355	(11,605)	(3,715)	25,035

- 7.6 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.
- 7.7 The need for improvement within Social Services added to the financial challenge the Council faced for the 2018-19 budget. The need to respond quickly necessarily saw “one off” sources of funding used to support the budget in the short term. The 2019/20 budget deals with the pressure that this funding originally supported.
- 7.8 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; in particular, the demand for services in both Adults and Children’s Services, 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.
- 7.9 It is therefore prudent to increase the level of Budget Management Reserve in consideration of these risks. The significant potential pressure in Social Services and the requirement to deliver transformational change has influenced inclusion of £2m to be set aside and added to this reserve. Any use of the reserve will only be approved when there is an evidence based business case to support it.
- 7.10 In addition, our ongoing financial strategy will include an annual contribution to replenish our General Fund reserves. £500k per annum has been included on our budget plan from 2019/20 onwards.
- 7.11 The budget and MTFs to be approved at Council in February 2019 will confirm that the Council should continue to retain a policy of a minimum general reserve provision in excess of 3%.
- 7.12 Reserves held in the Transport and Equipment Fund, previously set aside to support the Capital Programme, will continue to be used in 2019-20.

- 7.13 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.
- 7.14 The use of these reserves will continually be reviewed particularly if alternative funding sources become available.
- 7.15 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.

8 Income Generation

- 8.1 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 forms the framework within which income is reviewed annually. The budget proposed for 2019-20 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. The Fees and Charges register has been updated and it, together with a briefing paper, is attached as Appendix 4 and 5.

9 Impact Assessment

- 9.1 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 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.
- 9.2 Impact Assessments have been undertaken for the budget proposals and these have informed and assisted the Cabinet in forming the proposed budget. Completed impact assessments are included in Appendix 10; remaining impact assessments are currently being finalised.
- 9.3 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.

10 Proposal – Capital Budget 2018/19 to 2023/24

- 10.1 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.
- 10.2 Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services.
- 10.3 Capital investment has a significant input into the delivery of revenue savings and it is essential that both budget strategies are developed in tandem.
- 10.4 The indicative 5-year programme has been reviewed and, in order to reduce the impact of borrowing on our revenue budget, we have limited the level of investment to that which is affordable for the longer term. Each of the projects included in the programme will be scrutinised further upon the submission of a detailed business case before final approval is given.
- 10.5 The Capital Strategy is attached as Appendix 6. The Strategy sets out the priorities for the next 5 years with the Capital Programme totalling £277m (including HRA). This is a significant commitment. The Capital Programme is included in Appendix 6 in the Capital Strategy.
- 10.6 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 and rationalisation in our IT infrastructure
 - Disabled Facilities Grants
 - Community Equipment and Telecare
- 10.7 The Council achieved Welsh Housing Quality Standard (WHQS) at the end of December 2018 but this doesn't mark the end of our investment programme in our housing stock. The HRA capital programme will develop new council homes; ensure we maintain the WHQS; increase thermal efficiency; address problems of dampness; improve the fabric of our estates; and improve the quality of older persons' accommodation, to enable vulnerable older people to remain living independently for longer.
- 10.8 The Council's Capital budget for 2019/20 is proposed at £75.682m and, in addition the Housing Revenue Account, Capital Budget is proposed at £16.662m.
- 10.9 The FRM includes the funding of the capital programme for 2019/20, 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.
- 10.10 Going forward it is important the Council tests the level of affordability of the programme this will mean that the Programme will need review and re-profiling.

11 Prudential Indicators

- 11.1 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 revised estimate for 2019/20, as well as the indicators for the next four years, up to 2023/24.
- 11.2 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 5.61% in 2019/20 rising to 7.79% in 2023/24. The amount of HRA income required to pay for financing increases is 24.04% in 2019/20 falling to 21.27% in 2023/24.
- 11.3 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.
- 11.4 The CFR is £301m in 2019/20 and will rise to £395m by the end of 2023/24, and £101m dropping to £96m for HRA debt. The level of external debt is higher than the CFR in the short term as the Council is currently funding previously used internal borrowing with external borrowing.
- 11.5 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.
- 11.6 Members are asked to note that the authorised limit for 2019/20 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 £497m and the Operational Boundary is set at £472m.

12 Medium Term Financial Strategy

- 12.1 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% through to 2023/24.
- 12.2 Forecasting inflation includes a number of assumptions. It is assumed that the pay award will be at 2% for future years.
- 12.3 Council tax increases of 5% are currently included for the remainder of the plan.
- 12.4 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.
- 12.5 The level of investment included in 2018/19, particularly to support the rising pressures and improvement within our Social Services, was unprecedented and 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.

- 12.6 In order to deliver a balanced budget over the medium term, the transformational approach will continue and increase in 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.
- 12.7 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.
- 12.8 These transformation strategies will reduce social care costs including placements for Looked After Children, support for people with Learning Disabilities and care for the Elderly.
- 12.9 We will continue to review the provision in Education including Post 16.
- 12.10 We will change the way the public interact with the Council, and continue to improve productivity and efficiency using digitalisation and automation of processes.
- 12.11 This work is key to the development of the Councils financial strategy. On the current modelling transformational change is required to deliver significant reductions in expenditure to bridge the budget gap of over £6.5m in 2020/21 with a further £20m over the following 3 years.

13 Timetable of Key dates

12 th February 2019	Cabinet agree Budget, Medium Term Financial Strategy, Capital Strategy and proposed Council Tax.
21 th February 2019	Council approve Budget, Medium Term Financial Strategy and Capital Strategy.
7 th March 2018	Council set Council Tax.

14 Longer Term Strategy

- 14.1 Despite the comments by central government about austerity ceasing, the Council cannot assume better funding settlements will feature beyond 2019-20. If Welsh Government continues to prioritise the Health Service, this will affect local government. Welsh Government policy will impact on our finances and whether these issues are fully funded cannot be guaranteed. Devolved taxation powers may also influence Welsh fiscal policy in the medium term.
- 14.2 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.
- 14.3 In 2018-19's report, it acknowledged the scale of the budget reduction would drive change across the Council. This has started to happen and the significant reductions in running costs of the council is evidence of this response.

14.4 We have entered a new era for Local Government and the response requires a longer term commitment to reshaping service provision.

14.5 The remodelling of Council services to respond to reduced funding places 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.

15. Corporate Improvement Plan

15.1 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.

16. Options Considered/Available

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

17. Preferred Choice and Reasons

17.1 The preferred choices are set out in this report.

18. Local Member(s)

Not applicable

19. Other Front Line Services

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

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

20.1 The Finance function has 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.

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

21. Corporate Communications

21.1 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.

22. Statutory Officers

22.1 The Deputy Chief Executive and 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 Deputy Chief Executive and Section 151 Officer.

The level of savings required in 2019-20 is a significant challenge and presents some risk to the Council. When this is coupled with the need to transform the council and the increasing potential pressures in social services it means that a prudent approach must be adopted.

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.

The approach to the budget has been influenced by the 2018/19 Wales Audit Office Annual Audit letter that contained the following statutory recommendation:

“The Council must act immediately to update its Medium Term Financial Strategy to enable the Council to live within its means going forward. In setting a balanced budget, the Council must ensure that all savings plans are sufficiently well developed for inclusion in the annual budget.”

This was responded to with the following measures that give further assurance to the robustness of the estimates:

- a. The development of individual and service Financial Resource Models that detail and capture all of the financial implications affecting services; this approach has meant directorates can develop and manage their own financial strategies as well as informing the Corporate position. In effect, a 'no surprises' approach has been adopted, enabling all potential pressures to be brought forward by services.
- b. Several Cabinet and EMT events tested pressures, savings and funding assumptions
- c. A Budget Assurance Panel was set up, comprising the Chief Executive, Section 151 Officer, Head of Financial Services, and the Portfolio Holder for Finance. Each Head of Service delivered their savings proposals to the Panel. The Panel then tested the position to help enable the Council and Statutory Officer to sign-off the budget with confidence.
- d. A budget review saw the removal of £2.2m of undelivered savings in Children's Services and £1.7m of undelivered income and cost reduction savings. These were in the 2018/19 budget and will not feature from 2019/20 onwards.

In reaching a conclusion about the budget the level of reserves held by a council is an important aspect. This issue is also a matter for members to receive advice upon from the S151 Officer. The Council carries out an annual reserves assessment and operates a policy of a maximum of holding and a minimum level of 3% for its General Fund Reserve.

As of the end of December 2018 the General Fund Reserves is projected to be £6.608m.

The advice given by the S151 Officer has seen the 2019/20 budget strategy include an additional £2m for the Budget Management Reserve and £500k for the General Fund. This will take the General Fund to £7.1m and the Budget Management Reserve to £5.6m. These are amounts that can support any potential slippage in delivery of savings and given the level of potential risk in the 2019/20 budget it is the S151 Officer's view that it is appropriate that these sums are added to reserves especially when looking at the potential pressure in Social Services.

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).

In conclusion the report states:

- The Council has appropriate procedures in place to set a robust budget for 2019/20;
- Based on our discussions with officers and Members we are satisfied that the Council is well aware of the difficult financial position that it continues to face and that it will need to monitor the budget closely during 2019/20;
- 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.

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.

Taking all of the above into account, the Section 151 Officer concludes the estimates used in the budget proposal for 2019/20 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.

22.2 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.

23. **Members' Interests**

23.1 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 2019 to 2024 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 2019/20 shown in the Financial Resource Model in Appendix 2 is accepted and recommended to full Council on the 21st February 2019.	Statutory Requirement
3. That the Fees and Charges proposed within the Fees and Charges Register are accepted and recommended to Full Council on the 21st February 2019. (Appendix 4 and 5)	To comply with Powys County Council Income Policy
4. The proposed Capital Strategy for 2019/20 shown in Appendix 6 including the revised Capital Receipts Policy is accepted and recommended to Full Council on 21st February 2019.	Statutory Requirement

5. That a Council Tax increase of 9.5% is included in the budget that goes to full council on the 21st February 2019.	There is a Statutory Requirement to set Council Tax but the level is a matter for local determination.
6. The authorised borrowing limit for 2019/20 as required under section 3(1) of the Local Government Act 2003 be approved at £497m as set out in section 11.6 of the report.	Statutory Requirement
7. The Prudential Indicators for 2019/20 are approved as set out in section 10 of the report and Appendix 7.	Statutory Requirement

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

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Chief Executive
Date By When Decision To Be Implemented:	1st April 2019

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

Background Papers used to prepare Report:

Welsh Government Provisional Settlement
 Welsh Government Final Settlement
 WLGA Briefing Welsh Government Draft Budget and Provisional LGF Settlement 2019-20
 Office for Budget Responsibility Economic and Fiscal Outlook October 2018
 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 Impact Assessments



**Powys County Council's
Medium Term Financial Strategy
2019 to 2024**

Foreword by the Leader

This Medium Term Financial Strategy (MTFS) 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 redrafting of the 2018/19 budget; this has inevitably impacted 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 when the previous financial year saw the full implementation of the population sparsity allowance within the Social Services allocation of the funding formula. It's well known that this did not provide 'extra' funding but did see 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 2019/20 budget proposal sees a significant level of budget reductions but the Cabinet has attempted to avoid reductions in front line services and the clear priority is to improve the provision of Social Services within our County. In 2018/19 we changed our budget plan at a late stage to include over £12m of investment that demonstrated our commitment to safeguarding children and vulnerable adults in Powys. This commitment remains and the draft 2019/20 budget takes out the need for Children's Services to make a £2.2m saving whilst confirming last year's significant addition remains in the base budget.

We have also continued to support investment in education at a time of reducing funding with a further £1m provided to schools. Over three years this means that an additional £1m has been provided each year.

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.

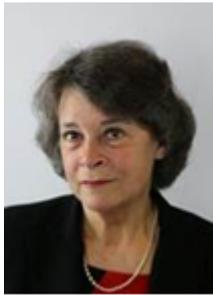
This revised MTFS continues to see closer alignment between the policy framework and the way we plan to use our finances. Our vision is a Council that is both open and enterprising. We want communities to feel supported so that they have a say in what is provided for them locally and the way those services 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 Cabinet has a bold and ambitious programme to see Powys play a significant role in the region's economy and the close collaboration with Ceredigion continues in order to gain a growth deal that will have a greater significance beyond the economic agenda. It is essential that we see Powys retain its young people in new and innovative employment sectors whilst recognising that our traditional sectors of agriculture and tourism will also expand and flourish. There is a close link to our funding settlement because if we can increase employment and the numbers living in our county we will see more funding to deliver key services. 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 2019 to 2024. 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 2019/20, and indicative budgets for the following 4 years to March 2024. This means the Council has an ongoing financial plan to enable service transformation within the funding levels available.

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

The model sets out how a balanced budget will be delivered for 2019/20.

The model identifies the estimated requirement for further savings of £26m over the remaining four-year 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 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. The funding for local government is finite and largely distributed based on population factors and this remains our greatest challenge when compared with other parts of Wales that see an increase in population.

Strategic Context

The Chancellor has signalled an end to austerity but the Council's budget settlement will continue to be affected by the UK Government's measures to prioritize levels of public spending. Welsh Government's policy of prioritization on the Health Service will also impact adversely on local government funding.

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

The Office for Budget Responsibility reports that the outlook for the public finances, in the medium term, looks much the same as it did in March 2018. A significant improvement in the underlying pace of deficit reduction, that, on its own, would have put the Government on course to achieve its objective of a balanced budget for the first time. However, this underlying improvement had already been swallowed up by the Prime Minister's promise of higher spending on the NHS made in June. The remaining budget policy measures are a further near-term giveaway that gradually diminishes over the forecast leaving the deficit in 2022-23 little changed overall.

GDP growth in 2018 is projected to be 1.3 per cent down from the 1.5 originally forecasted, primarily due to temporary effects of the snowy first quarter. Therefore, slightly stronger growth is expected than was forecasted in March.

The upward revision to cumulative GDP growth means that the underlying improvement in the budget deficit rises from £11.9 billion, this year to £18.1 billion by 2022/23. At 0.6 per cent of GDP, on average, this is the largest favourable underlying forecast revision made since Dec 13. Improvements are down to the strength in tax receipts in 2018/19, lower unemployment, lower debt interest and other smaller factors. On its own, this would have been sufficient to achieve a budget surplus of £3.5 billion by 2023-24, meeting the fiscal objective of balancing the budget by 2025, but the UK Governments budget spends the fiscal windfall rather than saving it.

The big picture in this forecast is of a relatively stable but unspectacular trajectory for economic growth close to 1.5 percent in every year plus a gradual further decline in the budget deficit and in net debt as a share of GDP. However, the forecast is made based on some broad brush assumptions regarding the impact of Brexit. OBR will adjust their assumptions, as necessary, for the eventual agreements on trade, migration, budget contributions and other issues. The forecast assumes a relatively smooth exit from the EU. A disorderly one could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances. The scale is very hard to predict, given the lack of precedent.

On 29 October, the Chancellor of the Exchequer presented the UK Autumn Budget. As a result of the UK Government's spending decisions, Wales received Barnett consequential of £554.3m between 2018-19 and 2020-21. This comprises an extra £485.9m revenue; £59.9m capital and £8.5m of financial transactions capital.

Welsh Government had stated that local government would be "front of the queue" for extra funding resulting from the Autumn Budget as it recognised the real pressures local authorities are facing. The final settlement reflected some awareness of this commitment.

In January 2018, local authorities were facing a 1% reduction in the Revenue Support Grant (RSG) for 2019-20 – this was equivalent to a cash reduction of £43m. The draft Budget 2019-20 reduced that cut in funding in the RSG to less than £15m (equivalent to a reduction of 0.3% in the RSG). Welsh Government put in place a floor to ensure no authority would face a reduction in funding of more than 1% over the previous year. The draft Budget also provided £84m of additional revenue in special grants and other funding streams for local government outside the RSG.

In November, Welsh Government announced a package of additional funding proposals worth a total of £141.5m over three years (2018-21) for local government.

Wales Fiscal Analysis briefing note reports that Welsh Government day-to-day spending will increase by over 2%, in real terms, in 2019-20 - by far the largest increase since before the start of austerity measures in 2010-11. However, it will still be around 5% lower in real terms than in 2010-11.

On the capital side of the budget, the majority of consequentials for capital spending from the Autumn Budget was for the current financial year (2018-19), though the capital block grant for 2019-20 has increased by around £10.6 million. The Welsh Government has also allocated a further £27.5 million from its unallocated capital finance, the majority of which will go to local authorities' general capital fund.

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 £100 million over the last decade as a response to reduced government funding and the requirement to cover additional spending demands.

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

We welcomed 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 now sees Powys excluded from the top-up protection it received previously so the actual effect of the change is nil.

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 grant funding 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.

In 2017 Powys received a poor inspection report from Care and Social Services Inspectorate Wales (CSSIW). The Council fully accepted the findings in the 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 to ensure the safeguarding of children in Powys.

A significant level of investment has been provided for both Children's and Adult's totalling £12m, and while this demonstrates the priority that these services have in our

decision making, it presented a significant and late challenge to our financial planning in 2018/19.

In order to deliver a balanced budget over the medium term, a transformational approach is required, and which will need to be delivered 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 from more efficient working practices as well as investment and early intervention.

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, reductions are required in spending of over £6.5m in 2020/2021 with a further £20m over the following 3 years. This will be achieved through transformational change and cost efficiencies but reductions in some services offered will also be inevitable.

We clearly recognise that we can no longer afford to maintain the Council in its current form. The status quo is not sustainable and a different operating model will be required.

Vision 2025 – Our Corporate Improvement Plan 2018 - 2023

The 2017 local government elections saw a new cabinet and new vision in place. Vision 2025 represents the new administration's long term vision for the council and its priorities are clearly laid out, these are:

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

To help us deliver the above outward facing priorities, we also have an internal facing priority called Making it Happen, which focusses on improving communication and engagement, leadership and governance and changing how we work.

The Corporate Improvement Plan is our road map to achieve the Vision 2025, setting out our top priorities and milestones. It draws together information from a number of our key strategies, the steps we will take to meet our priorities and the improvements you can expect to see when our plan is delivered.

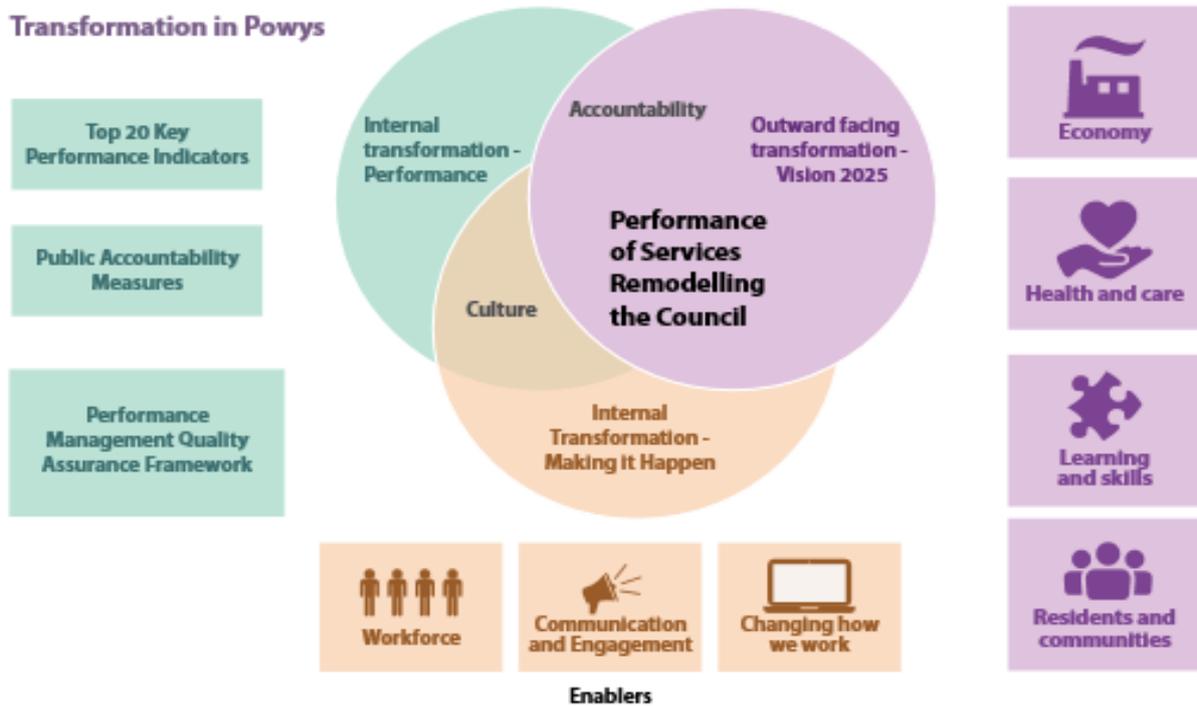
It provides an important framework for engaging residents, councillors, staff and other stakeholders, such as regulators, in the vision and the council's priorities.

During 2018, we redefined our approach to delivering Vision 2025 to ensure improved accountability and a greater focus on outcomes. This includes:

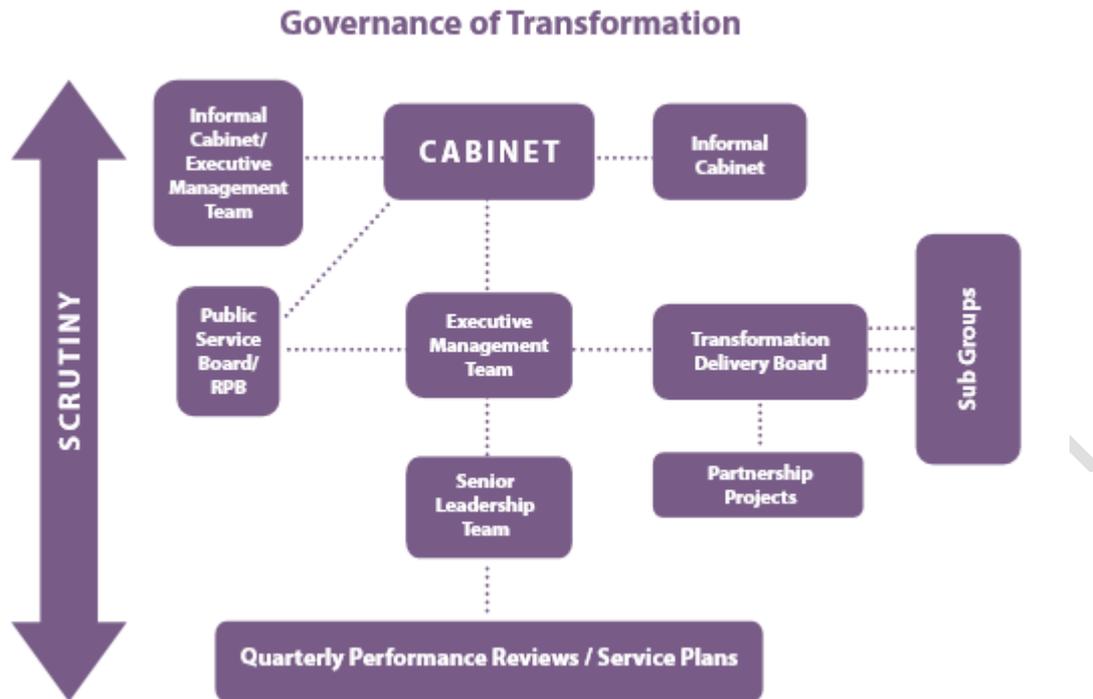
- Adopting a new strategic approach to council performance
- Changing the organisation culture and promoting positive behaviour
- Internal transformation and remodelling the council

The new approach to organisational transformation includes:

Transformation in Powys

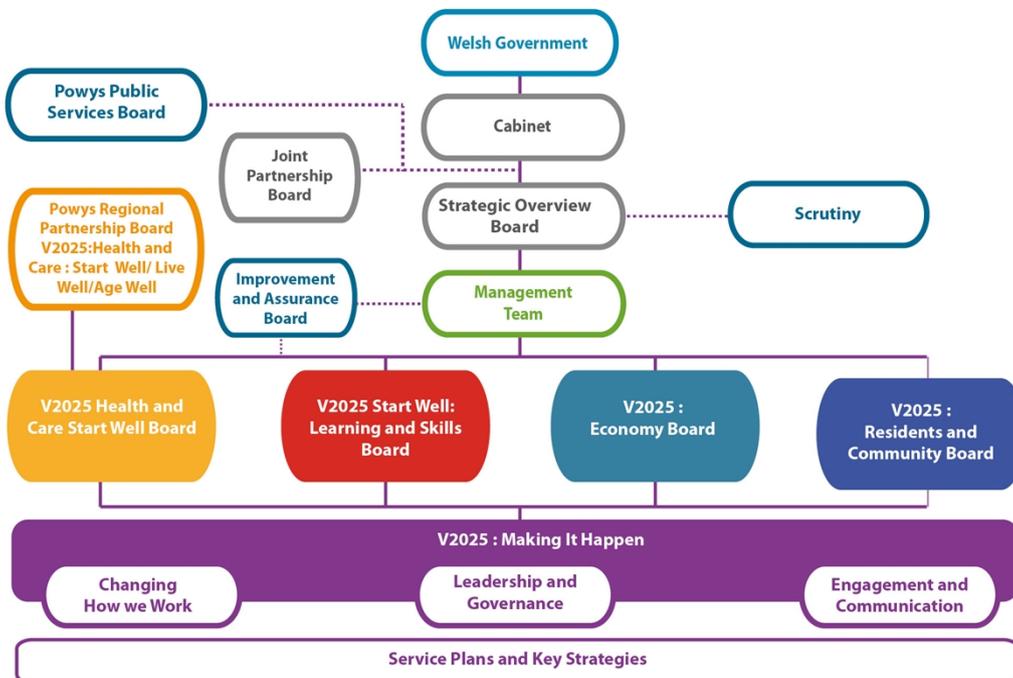
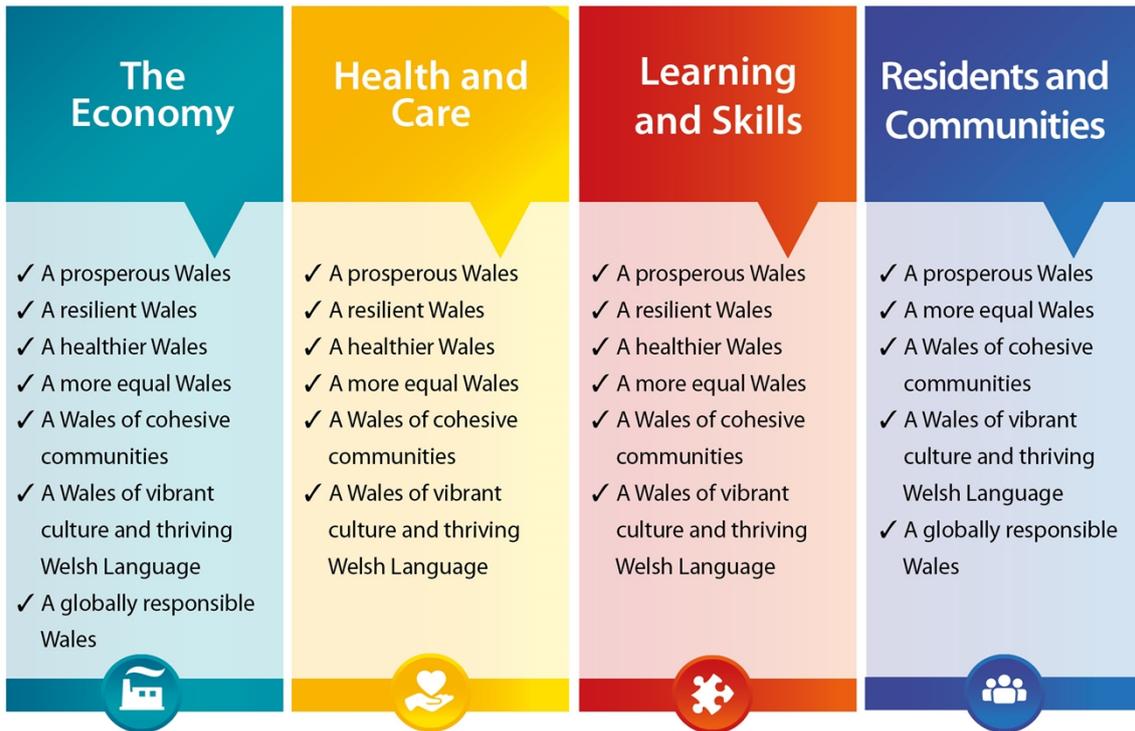


Governance of Vision 2025 has also been streamlined. There is now one Transformation Programme that will focus purely on significant transformational projects that need to be delivered by more than one service. There will still be lots of service improvement work that will help us deliver Vision 2025, but this will be managed and governed separately at a service level.

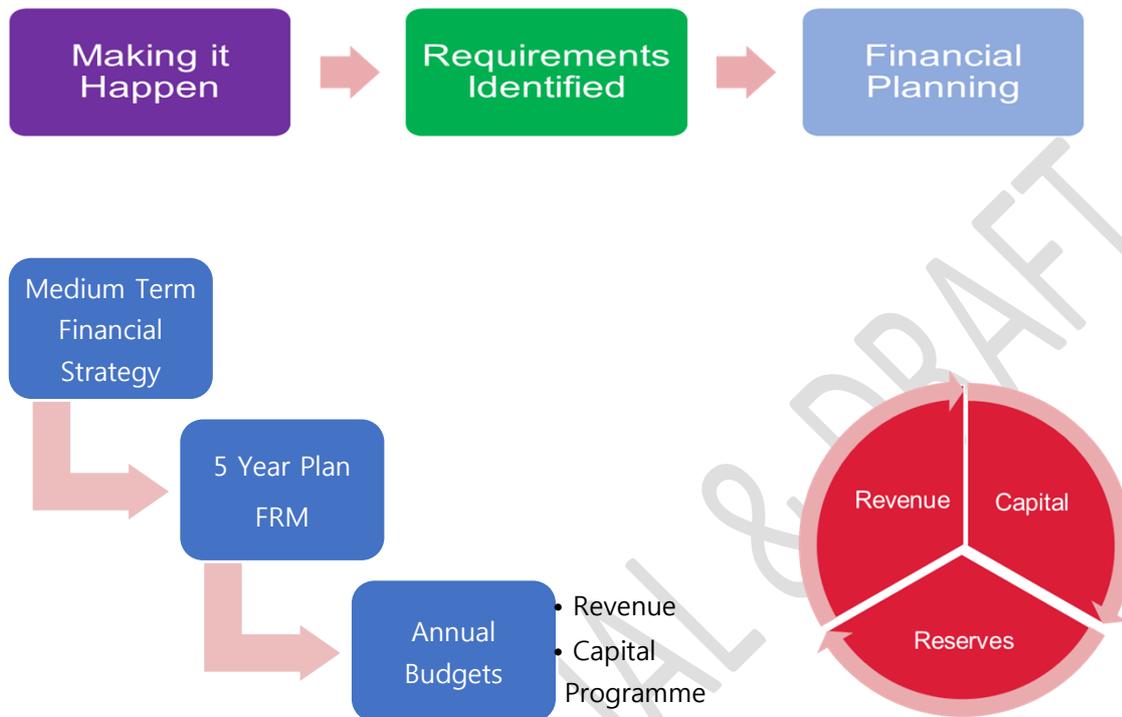


Our Corporate Improvement Plan shows our contribution to the strategies that we are working on with our partners. These include the Powys Public Services Board Towards 2040, and the Powys Regional Partnership Board Joint Area Plan.

The plan also shows how we are contributing to the aspirations of the Well-being of Future Generations (Wales) Act 2015. The Act puts in place seven well-being goals to ensure public bodies in Wales are working towards improving the social, economic, environmental and cultural well-being of their areas. Each of our priorities contributes to one or more of the well-being goals that will help us improve Powys now and over the long term:



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 and support this within our financial planning.



Funding Assumptions

The Welsh Government provides funding to the Council in the form of a Revenue Settlement Grant (RSG) and a share of the National Non Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF), which represents approximately 70% of our funding.

The Aggregate External Finance (AEF) figure for 2019/20 was £174.291m, which was a 0.3% or £0.524m 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 £1,323 of funding per capita, compared to the Wales average of £1,352 and the year on year change ranks 12th out of all the Unitary Authorities.

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

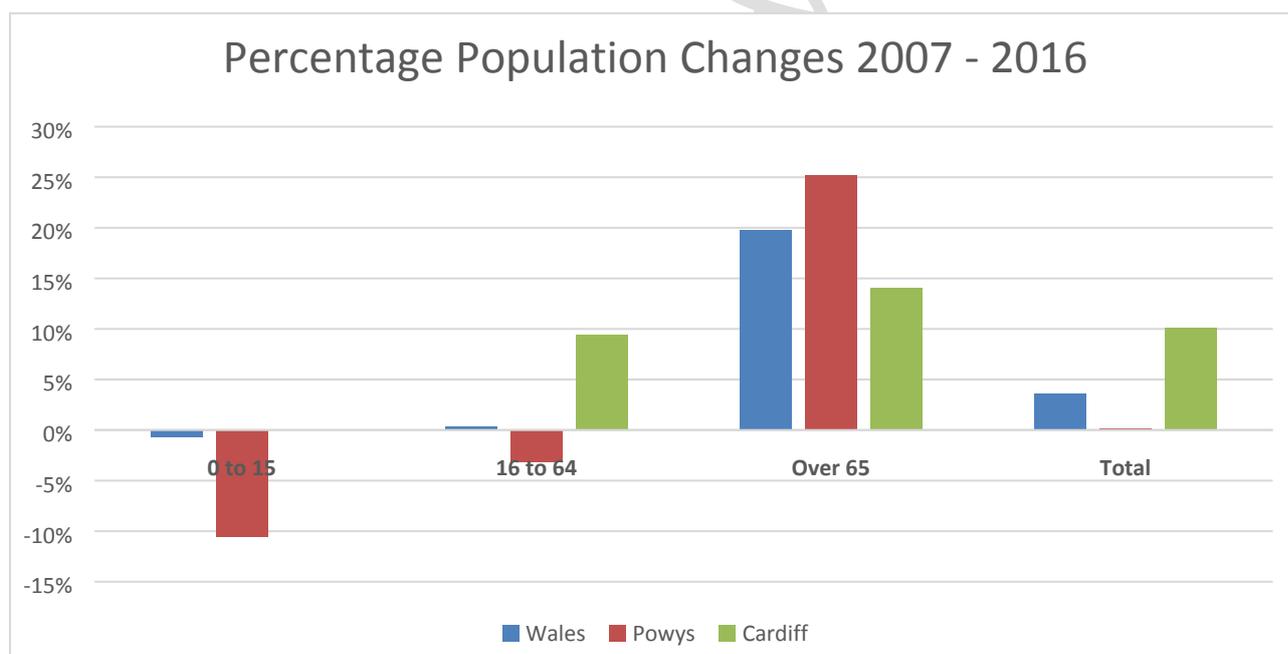
Powys' Settlement also reflects movements in the factors included in the overall formula like population projections, pupil numbers and benefit claimant counts. The key indicators are shown in the table below.

Changes in Key Datasets

Dataset*	2018-19 Final	2019-20 Final	% Difference	Rank
Population projections	131,922	131,721	-0.2%	22
Pupil Numbers - Nursery and Primary	9,840	9,755	-0.9%	21
Pupil Numbers - Secondary in year groups 7-11	6,315	6,297	-0.3%	18
Free School Meals - Primary	1,065	1,034	-2.9%	20
Free School Meals - Secondary	640	637	-0.5%	15
Children in out of work families	3,000	2,900	-3.3%	15
IS/ JSA/ PC/UC (not in employment) claimants - 18 to 64	1,886	1,605	-14.9%	22
IS/ JSA/ PC claimants - 65+	4,684	4,466	-4.7%	8
IS/ JSA/ PC/UC (not in employment) claimants - all ages	6,584	6,084	-7.6%	11
SDA/DLA/PIP claimants - 18 to 64	4,538	4,544	0.1%	4

1. For definitions of the indicators refer to the Local Government Settlement 2019-20 - Local Government Finance (Councils) Report.

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



The number of pupils in Nursery and Primary Schools in Powys have reduced. Pupil numbers reduced by 85. The number of pupils in Secondary Schools in Powys has reduced by 18.

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

Free School Meals in Powys have decreased in both Primary and Secondary sectors, by 2.9% and 0.5% respectively.

Welsh Government has not provided any settlement figures for future years. The table below models the percentage change in Aggregate External Finance (AEF) if a reduction were applied. A 1% reduction equates to £1.74m.

Reduction	Cash Reduction
%	£'000
0.5%	0.870
1.0%	1.740
2.0%	3.480
3.0%	5.221
4.0%	6.961

Due to the amount of funding delivered to the Council in this way, any change can be significant and in order to plan over a 5-year period we have assumed that funding will continue to fall at 2% per annum; a reduction of over £13.5m by 2023/2024.

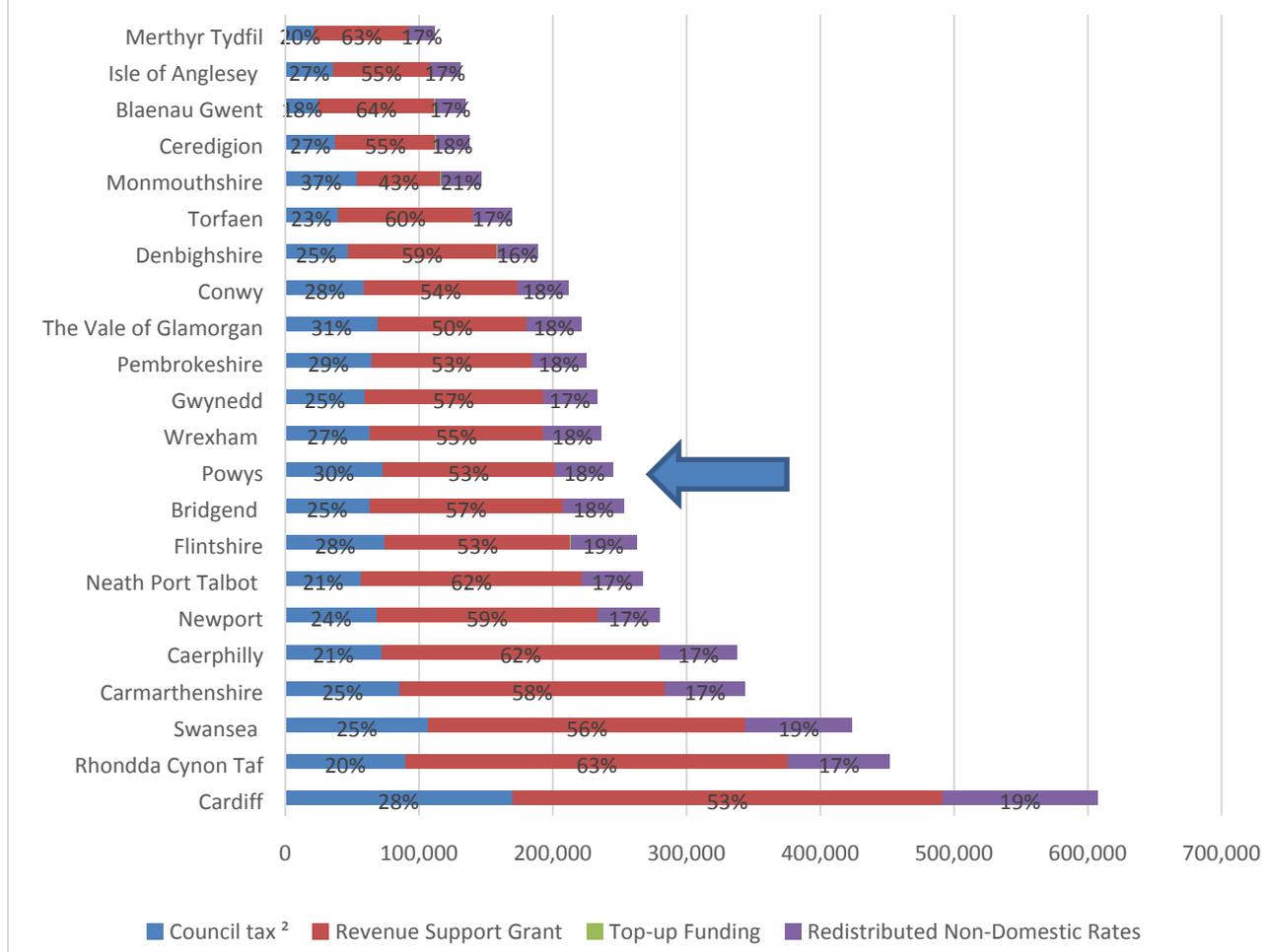
Specific Grants

In addition to the AEF, Councils also receive specific grants which are accompanied by specific terms and conditions as to how they can be used. We receive around £60m of grant funding each year. These grants have also declined in recent years and where a grant has been reduced or withdrawn, the Council's policy is that the service funded by the grant also reduces or ceases.

Council Tax

Council Tax represents around 30% of the Council's Net revenue budget. Powys' Council Tax contribution is greater than other Authorities. Most other authorities collect less because they have a greater share of the RSG. Council tax charges across Wales in 2018/19 shows that Powys has the 9th lowest charge for Band D in Wales.

Principal council funding, by Unitary Authority, 2018-19



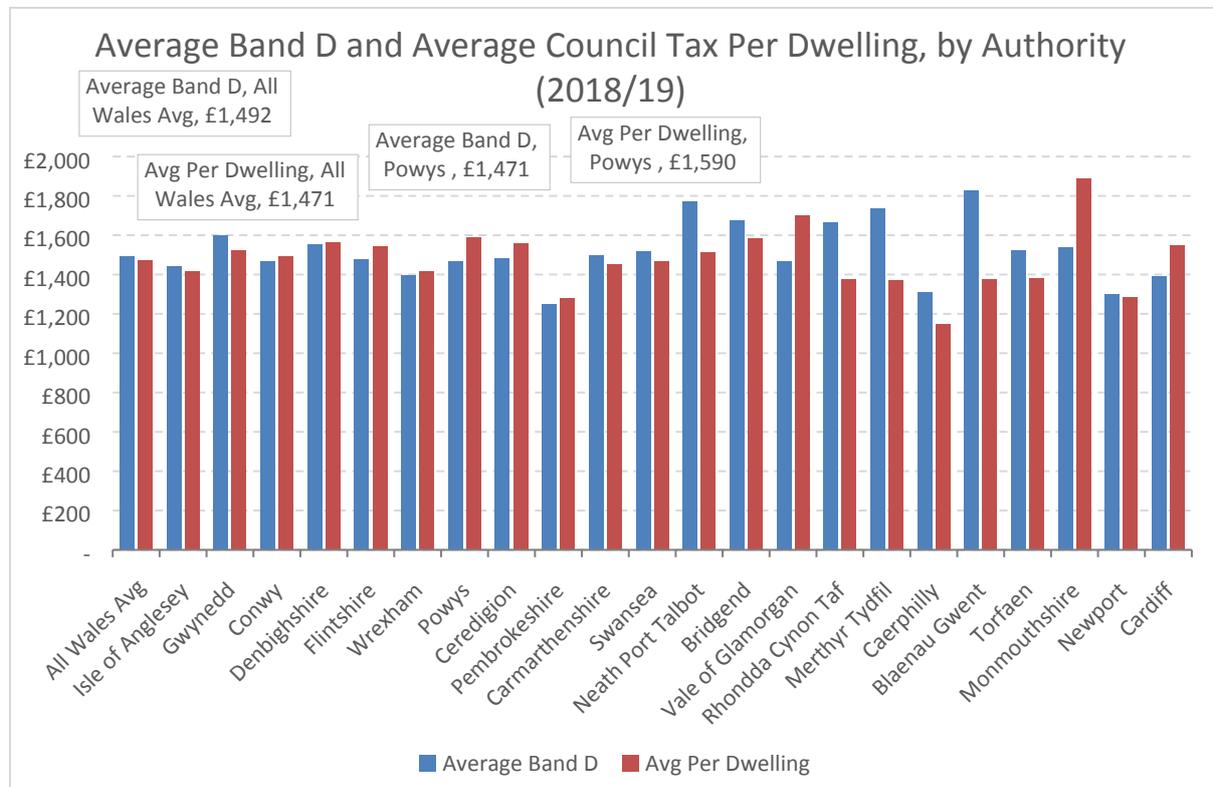
In our financial model (FRM), we are proposing an increase in Council Tax each year of 5% for future years.

The total Council Tax households will have to pay will be affected by decisions from public bodies, including Community Councils and the Police Authority.

The following table indicates the additional permanent funding per annum that Council Tax increases ranging from 1% to 10% produces:

Council Tax Percentage	Impact of Increase
1.0%	£0.73m
2.5%	£1.84m
5.0%	£3.67m
7.5%	£5.51m
10.0%	£7.35m

A balance needs to be struck between the ability to raise enough money to fund important services to the right level and the impact increasing taxation has on the residents of the County. Average Council Tax per dwelling in Powys was the 4th highest in Wales in 2018/19. This is particularly sensitive in a county with one of the lowest average wage levels in Wales.



Council Tax collection rate for 2017/18 was 97.5%, 0.1% above the Welsh average of 97.4%. The highest collection rate in Wales for 2017/18 was 98.3%. By the end of December 2018 the collection rate for 2017-18 had risen to 99.04%.

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

Revenue Budget

Our revenue budget indicates what we will spend on day to day services. It includes the cost of salaries for staff employed by the Council, contracts for services procured by the Council, other goods and services consumed by the Council and the cost of financing borrowing to support the capital programme. Our revenue spending priorities

are determined according to the Council's statutory responsibilities and local priorities as set out in our corporate plan (Vision 2025).

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

Each Directorate maintains an individual Financial Strategy and model (FRM) which is considered as part of the overall budget model. The approach is a new one and enables a greater level of financial planning at a lower organisational level. In addition, the strategy "Safe and Sustainable Budgets for Social Care" will inform future investment and disinvestment in these services. In addition, the Programmes to deliver the Vision 2025 will be developed and monitored through the Council's Transformation Delivery Board for inclusion in the annual budget cycle and 5-year plan.

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

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

Driver	Comments	FRM Assumption(s)	Impact (£m)	Sensitivity: +/- 1% (£m)
Revenue Support Grant & Non-Domestic Rates Funding	Welsh Government have indicated an average 1% reduction in funding for 2019/20; in addition data changes impact adversely on Powys' funding, therefore we assume a higher level of reduction	0.15%	£0.26m	£1.74m
Council Tax	Cabinet have set the current assumption at 5% increase per annum	9.80%	£7.20m	£0.73m
Council Tax Reduction Scheme	1% Change in Council tax			
External Grants	Approximately £62.6m of external revenue grants expected in 2018/19	-	-	£0.63m
Inflation - Pay	Includes Employers National Insurance & Pensions	2.00%	£1.37m	£0.68m
Inflation - Non Pay	Excludes Schools and Adult Social Care	2.00%	£0.28m	£0.14m
Additional Funding For Schools	Additional £1m assumed in 2019/20		£1.00m	
Children's Placements	1% Change in the number of Children who are looked after			£0.85m
Home Care Clients	1% Change in the number of clients receiving home care			£0.20m
Residential/ Nursing Clients	1% Change in the number of clients placed in residential homes			£1.13m
Pension Fund Contributions	Based on the latest actuarial review an additional £750k has been included in the FRM every year throughout the planning horizon		£0.75m	
School Rolls	Net increase of c. £200k included in FRM for 2019/20; Impact beyond 2019/20 TBC		£0.19m	

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

The Medium Term Financial Strategy:

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

How we will balance the budget

In order to deliver an ongoing balanced budget, the gap in our financial planning must be closed.

As a temporary measure reserves were utilised in 2018/19 to bridge the gap. This provided more time for the development of savings proposals and the transformational programme that needs to be implemented.

Current modelling is as follows:-

	2019/20	2020/21	2021/22	2022/23	2023/24
Council Tax Increase	9.5%	5.0%	5.0%	5.0%	5.0%
Funding Change	0.2%	(2.0%)	(2.0%)	(2.0%)	(2.0%)
Total Funding	£255.2m	£255.7m	£256.6m	£257.7m	£259.1m
Net Budget c/f	£247.5m	£255.2m	£255.7m	£256.6m	£257.7m
Inflation	£1.6m	£3.5m	£3.6m	£3.6m	£3.7m
New Responsibilities	£4.1m	£0.5m	£0.5m	£0.5m	£0.5m
Pension Requirements	£0.9m	£0.8m	£0.8m	£0.8m	-
Other Pressures	£6.3m	£2.4m	£1.4m	£2.8m	-
Savings Identified	(£12.7m)	-	-	-	-
To/ (From) Reserves & MRP	£7.5m	-	£2.5m	£2.5m	-
Total Budget	£255.2m	£262.3m	£264.5m	£266.7m	£261.8m
Budget Gap - In Year	-	(£6.6m)	(£7.9m)	(£9.0m)	(£2.7m)

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

- The transformation of service provision;
- improved efficiency and a “Right First Time” ethos;
- identification of investment opportunities and income;

- Capital Programme – reviewed, opportunity to invest;
- Cross Cutting Themes;
- commerciality/income generation/fees and charges;
- reconsider the levels of Council Tax increase;
- some service reductions – ceasing or reductions to levels of service;
- the use of the Spend to Save reserve to support transformation;
- the raising of capital receipts to support transformation.

Council Wide Operating Principles for Transformation

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

The transformation of services will require investment to implement. This is supported within our financial planning and includes a recurring Management of Change revenue budget, a specific Spend to Save reserve and the use of capital receipts to capitalise appropriate costs. We will also bid for additional resources from Welsh Government to support our programme.

Budget Principles

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

- a. Flexible, Remote and Mobile working
This is already underway and should be aligned to downsizing corporate offices and increasing productivity. There is considerable cost tied up in the corporate estate and a savings target for accommodation savings will be explored. This must be based on a new approach to working arrangements.
- b. Improving Collaboration
The Welsh Government's policies on local government collaboration mean we will 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 Local Health Board is a key partner under this theme.

c. Customer Insight

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

d. Business Process Improvements

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

e. Productivity

Access to information, better techniques and relevant training can increase productivity and more responsive services (this should be linked to business process improvements outlined above). 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, Fees and Charges

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

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

The Wellbeing and Future Generation Act enshrines in legislation sound principles that mean the impact of decisions should be considered over a wide range of stakeholders over a longer period. The Council has a thorough impact assessment process in place to ensure that all decisions are properly considered. All budget decisions will continue to be assessed rigorously to ensure that the impact is understood and that prudent and sustainable budgets continue to be set.

Capital

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

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

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

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

It has now reviewed the current years MRP liability and will retrospectively make an adjustment that will see the debt liability being repaid eight years earlier, and effectively moves the start point of the 50 years useful asset life back to 2007/08. This means that the debt liability will be reduced to nil in 2057, rather than in 2065. The

impact is less MRP on the general fund of over £19m. The MRP policy statement is adopted each year and provides a full picture of the Council's strategy.

A Welsh Government Directive has provided Authorities with the opportunity to utilise capital receipts from the sale of property and other assets to fund transformation costs. Powys has used this opportunity appropriately to capitalise such costs over the last 3 years and will again consider using this to support transformation costs over the next 3 years.

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

Reserves

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

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

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

Reserves of £7m were used to support the 2018/19 budget. This one-off funding reduced the need for further immediate savings, providing more time for the development of the transformational programme that needs to be implemented.

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

	Powys¹	All Wales Average¹
Usable reserves as % of gross revenue expenditure	17.9%	17.5%
Earmarked reserves as % of gross revenue expenditure	9.7%	12.2%
General reserves days turnover	10.8 days	10.3 days

¹Local Authority Financial Indicators, Wales

2016/17

The above indicates Powys compares favourably with the rest of Wales in terms of usable reserves and days turnover.

Usable reserves as a percentage of gross revenue expenditure

This indicator measures the relationship between an authority's usable reserves and its annual gross revenue expenditure.

The average for Wales in 2016/17 was 17.5% (17.8% 2015/16). Seven authorities had a % greater than 20% (seven in 2015/16). Powys is 17.9% (18.4% 2015/16).

Earmarked reserves as a percentage of gross revenue expenditure

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

Councils with very high levels of earmarked reserves relative to their spending should review the purposes for which these are held to ensure they are still required. The purpose for holding reserves, particularly where reserves are increasing, should be clearly communicated in presentation to the Council and through the annual accounts. The average for Wales in 2016/17 was 12.2% (12.4% 2015/16). Seven authorities had a % greater than 15% (eight in 2015/16). Powys is 9.7% (2015/16 8.4%).

General reserves days' turnover

This measures the number of days an authority would have of financial cover if it needed to utilise solely general reserves to fund day to day expenditure. Usually this is shown as a percentage but number of days can provide a clearer way of showing the reserve cover. Where the cover is high, it will indicate that an Authority has a low risk strategy. Conversely, a low coverage suggests a higher risk strategy. This may be through choice or due to a lack of other funds.

The number of days' turnover covered by unallocated reserves for Wales in 2016/17 was 10.3 (2015/16 was 10.8). Four authorities had more than 17 days' turnover cover (2015/16 two). Powys is 10.8 (2015/16 18 days).

These indicators demonstrate that Powys has been around the average for the indicators reported.

Ring-fenced and Specific Reserves are identified and held for defined purposes, this includes a Spend to Save reserve which provides a source of funding for transformational activity across the Council. Allocations from this reserve are considered by the Making it Happen Programme Board and are approved on the basis of an appropriate business case.

The use and replenishment of reserves are included into the 5 year FRM.

Investments and Borrowing

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

Cashflow management is essential to ensure we minimise our need to borrow. Strengthening the understanding and importance of this function could facilitate stronger working capital and the ability to invest balances at a rate of return level of around 0.5%. In recent years, minimal investment income has been achieved through cashflow management, because of the uncertainty about the level of capital spending

profile. A return could be achieved if we had confidence in capital obligations alongside corporate changes to creditor payments and debt collection.

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

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

Risks and Risk Management

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

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

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

Having a better understanding of the importance of, and fully implementing, risk management will make a huge contribution to the Council. Better identification of risks and their management will mean that better use of resources is achieved. If we use the resources available to us more efficiently and effectively then the service to our customers can only be improved.

Budget Risks

Change Delivery Capacity

A number of 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.

Budget Savings

The level of savings required in 2019/20 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. Plans within service areas need to be managed robustly in order to limit any underachievement and monthly budget monitoring and savings delivery monitoring ensures Cabinet has visibility of financial performance. The table below summarizes the level of savings delivered over the last 4 years.

Financial Year	Target (£000s)	Delivered (£000s)	Delivered %
2014/15	17,576	14,016	80%
2015/16	12,768	9,716	76%
2016/17	12,139	9,633	79%
2017/18	11,780	8,327	71%
2018/19	8,280	6,294	76%

Income

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

Equal Pay

The Council has mitigated the financial risk of potential future equal pay claims by holding a reserve to support these costs. 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.

Stakeholder Engagement & Public Consultation

Public Consultation

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

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

Member Seminars

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

Finance Scrutiny Panel

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

Conclusion

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

The detailed proposals for 2019/20 are in place and a programme to identify the remaining mitigations required to produce a balanced position for 2020/21 through to March 2024 will be implemented.

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

Supporting Documentation

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

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	Current	FY +1	FY +2	FY +3	FY +4	FY +5
REVENUE FUNDING	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000s	£000s	£000s	£000s	£000s	£000s
Base Funding (Prior Year)		247,482	255,186	255,745	256,576	257,688
AEF (RSG & NNDR Allocation)	174,026	+ 264	(3,486)	(3,416)	(3,348)	(3,281)
Council Tax	73,456	+ 7,440	+ 4,045	+ 4,247	+ 4,459	+ 4,682
Total Projected Funding	247,482	255,186	255,745	256,576	257,688	259,089
<i>Total Funding Change v. Prior Year</i>		+ 7,704	+ 559	+ 831	+ 1,112	+ 1,402
<i>% Change v. Prior Year</i>		+ 3.1%	+ 0.2%	+ 0.3%	+ 0.4%	+ 0.5%
<i>AEF % Change v. Prior Year</i>		0.15%	-2.00%	-2.00%	-2.00%	-2.00%
<i>CT % Change v. Prior Year</i>		+ 10.13%	+ 5.00%	+ 5.00%	+ 5.00%	+ 5.00%

	Current	FY +1	FY +2	FY +3	FY +4	FY +5
REVENUE EXPENDITURE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000s	£000s	£000s	£000s	£000s	£000s
Base Budget (Prior Year)		247,482	255,187	262,297	271,011	281,165
Inflation Non Schools		+ 1,646	+ 1,989	+ 2,029	+ 2,069	+ 2,069
Inflation Schools Delegated		-	+ 1,500	+ 1,530	+ 1,561	+ 1,592
Revised Base Budget	-	249,128	258,676	265,856	274,641	284,826
New Responsibilities						
Free School Meals Grant		+ 177				
Social Care		+ 820				
Holiday Pay Directive		+ 300				
Council Tax Reduction Scheme		+ 1,255	+ 450	+ 450	+ 450	+ 450
Discretionary Rate Relief for Local Businesses		+ 105				
Raise Capital Limit Charging For Residential Care		+ 352				
Pension Liability		+ 100	-	-	-	-
Actuarial Revaluation of Pension Fund		+ 750	+ 750	+ 750	+ 750	-
Fire Levy		+ 87	-	-	-	-
Policy Decisions						
Additional Funding For Schools		+ 1,000				
Corporate and Service Pressures (Must Haves)						
Budget Management Reserve - Service Pressures		+ 2,000				
Increase in School Roll		+ 280	-	-	-	-
Reduction in School Roll		(88)	-	-	-	-
Removal of ICIB & Childrens Target		+ 3,900	-	-	-	-
Leisure Contract Savings		(25)	(14)	(32)	-	-
Capital Financing Costs						
New Capital Funding		+ 2,209	+ 2,436	+ 1,475	+ 836	-
Transformation Costs supported by Capital Receipts		(2,000)			+ 2,000	
Savings Identified						
Adult & Commissioning		(1,000)	-	-	-	-
Property and Regeneration		(1,694)				
Business Services		(920)				
Corporate Activities		(1,643)				
Comms		(360)				
Legal Services		(183)				
Financial Services		(330)				
Housing (excl HRA)		(197)				
Highways, Transport and Recycling		(1,950)				
Information Services		(80)				
Leisure and Recreation		(1,474)				
Workforce, OD and Training		(418)				
Schools Central		(2,416)				
Reserves						
Contribution to General Fund delayed		+ 500	-	-	-	-
Adult Social Care Reserve		+ 2,000	-	-	-	-
Other Reserves - 21st Century Schools		+ 5,000	-	-	-	-
One off funding						
Changes in MRP		-	-	+ 2,512	+ 2,488	-
Total Projected Budget	247,482	255,187	262,297	271,011	281,165	285,276
(Funding Shortfall)/ Surplus - Cumulative	-	(0)	(6,552)	(14,435)	(23,477)	(26,187)
(Funding Shortfall)/ Surplus - In Year		(0)	(6,552)	(7,883)	(9,042)	(2,710)

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Summary of Service Proposals:

Reference	Proposal Title	Service	Brief Description	Total Savings Proposed (£k)
BCP01	21% Reductions in Net Operating Budget in Building Control for delivery in 19/20 financial year	Property and Regeneration	21% Reductions in Net Operating Budget in Building Control for delivery in 19/20 financial year	18
BSP01	Business Services Savings 2019/20	Business Services	Increased income, service reduction, digitalisation, automation	875
BSP02	Customer Services - efficiencies from digitalisation	Business Services	Customer Services - efficiencies from digitalisation	45
FSP03	Income and Awards	Financial Services	Income generation, Service and Management reductions	131
CEP01	Chief Executive's	Corporate Activities	Restructure Strategic Policy and Performance and Executive Support	427
CSP01, MSP01, WLP01	Savings Proposals – Communications	Comms	Review structure, discretionary spend and budgets in Communications, Member Support and Welsh Language	345
CSP02	RWAS events budget	Comms	Scale back on some of the activity at all three RWAS events	5
DMP01	Review administration staffing levels	Property and Regeneration	Review administration staffing levels	26
DMP02	Reduction in advertising budget	Property and Regeneration	Reduction in advertising budget	15
DMP03	Reduction in Development Management legal fees	Property and Regeneration	Reduction in Development Management legal fees	4
DMP04	Review Planning Office functions	Property and Regeneration	Review Planning Office functions	25
EDP01	Economic Development and Regeneration Service development programme	Property and Regeneration	50% reduction of the Tourism Development and Marketing Budget	58
EDP02	Economic Development and Regeneration Service development programme	Property and Regeneration	100% reduction of the Tourism Research Budget	15
EDP03	Economic Development and Regeneration Service development programme	Property and Regeneration	80% reduction of the Grounds Maintenance Budget	13
EDP04	Economic Development and Regeneration Service development programme	Property and Regeneration	100% reduction of the Glasi Admin	30
EDP05	Economic Development and Regeneration Service development programme	Property and Regeneration	100% reduction of the Community Enablement Support Fund	133
EDP06	Economic Development and Regeneration Service development programme	Property and Regeneration	100% reduction of the Tourism Development fund	25
EDP07	Economic Development and Regeneration Service development programme	Property and Regeneration	100% reduction of the Spa Town Trust Fund	5
EHP01	Transfer funds from HE558 Licensing Act and subsequently reduce budget against HE551 – H&S Enforcement	Property and Regeneration	Transfer funds from HE558 Licensing Act and subsequently reduce budget against HE551 – H&S Enforcement	3
EHP02	Reduce budget against HE920	Property and Regeneration	Reduction in postal budget	8
EHP03	Reconfiguration of licensing service	Property and Regeneration	Savings from reconfiguration of licensing service and review in staffing levels	25
EHP04	Review in staffing level in PPPP	Property and Regeneration	Review Staffing levels - Public Protection structure	49
EHP05	Review in staffing level in Management PPPP	Property and Regeneration	Management Savings	85
EHP06	Reduce stray dog contractor budget by £7k	Property and Regeneration	Reduce stray dog contractor budget	7
EHP07	Increase cemetery fees by 20%	Property and Regeneration	Increase cemetery fees by 20%	64
EHP08	Reduce Closed landfill budget by £65k	Property and Regeneration	Reduce Closed landfill budget	65
EHP09	Increase the number of risk assessments of private water supplies	Property and Regeneration	Increase the number of risk assessments of private water supplies	20
ELP01	Budget Proposal for the Elections team	Legal Services	Reduced postage cost & staffing	49
FSP01	Staffing review	Financial Services	Restructure Technical Finance Team and not fill the current Technical Lead vacancy	76
FSP02	Right First Time Project	Financial Services	Highlight, review and correct processes that require significant manual intervention or rectification within the finance function.	123
GDP01	Graphic Design	Comms	Savings in the discretionary external print and design budget. Costs for external design and print would be transferred to services. The impact on services could be mitigated by a greater use of digital only documents.	10

HSP04, HSP06, HSP07, HSP09	Housing	Housing (excl HRA)	The Housing Service will fund an existing role and services from other more appropriate funding sources	197
HTP01	Logistics – Beyond 17/18 W&R	Highways, Transport and Recycling	Review of Highways Gully Emptying operation, reduction of resources.	225
HTP02	Parking Policy Review	Highways, Transport and Recycling	Parking Policy Review- Introduce charge for Blue Badge holders	50
HTP03	Rationalisation of Household Waste Recycling Centres	Highways, Transport and Recycling	Rationalisation of Household Waste Recycling Centres- Share Ystradynlais facility with NPTCBC, renegotiate third party contract	150
HTP05	Introduction of chargeable garden waste collection service	Highways, Transport and Recycling	Introduction of chargeable garden waste collection service	250
HTP06	Car Park Charges Review	Highways, Transport and Recycling	Review car parking charges, increase income.	100
HTP07	Service Reductions – Street Lighting	Highways, Transport and Recycling	Review street light provision (non-statutory) and limit PCC funding to conflict areas only. Encourage Town & Community Councils to support any additional local lighting requirements.	75
HTP10	HTR Transformation Programme	Highways, Transport and Recycling	Further efficiencies through better productivity, improved sickness absence management, developing additional income streams, internal cost reduction and reduced 3rd party spend.	1,100
ITP01	ICT savings 2019/20	Information Services	Further system rationalisation (contract and support reductions, and improved efficiencies (improved contract management / reducing complexities)	80
LRP01	Archives and Information Management Service	Leisure and Recreation	Review staffing levels & efficiency saving	46
LRP02	Youth Service	Leisure and Recreation	Review grants to external bodies and to review staffing and service costs	165
LRP03	Arts & Culture Service	Leisure and Recreation	Review savings options including ceasing service & remove the Council from arts & cultural partnership arrangements	139
LRP04	Catering Service	Leisure and Recreation	Increase income generation, reduce food waste and reductions to restaurants	305
LRP05	Cleaning Service	Leisure and Recreation	Increase Income Generation	39
LRP06	Countryside Services	Leisure and Recreation	Reduction of 3rd Party spend, review staff levels	145
LRP08	Library Service	Leisure and Recreation	Review all library provision.	200
LRP09	Museum Service	Leisure and Recreation	Cease external grant support, review staffing, maximise opportunities for partnership working	85
LRP10	Outdoor Recreation	Leisure and Recreation	Transfer of play areas to Housing and community councils, review grass cutting. Review Staffing levels.	97
LRP11	Budget reductions proposals for Sports Development (Sport Powys)	Leisure and Recreation	Reductions in staffing levels and reduced level of participation and support with clubs and activities	108
MBP02	Budget Proposal for Members	Legal Services	Reduced spend on 'controllable' items	33
ODP01	Reduction in service delivery through review in staffing	Workforce, OD and Training	Reduction in service delivery through review in staffing	418
PPP01	Concede planning policy (PP150) budget lines for Printing and Advertising	Property and Regeneration	Concede planning policy (PP150) budget lines for Printing and Advertising	7
PPP02	Staffing review	Property and Regeneration	Staffing review for planning including Policy	26
PPP03	Income generation by the Planning Policy service	Property and Regeneration	Income generation by the Planning Policy service	52
PRP01	Cessation of Carbon Reduction commitment CP7	Property and Regeneration	Cessation of Carbon Reduction commitment CP7	80
PRP02	Exit Neuadd Maldwyn	Property and Regeneration	Exit Neuadd Maldwyn	165
PRP04	Reduction in cost for valuation work	Property and Regeneration	Reduction in cost for valuation work	40
PRP05	Cleaning Savings	Property and Regeneration	Reduced cleaning in our corporate buildings	75
PRP06	Increase income from property	Property and Regeneration	Increased rental income from properties, Ladywell House, Business unit portfolio, County Farms	170
RSP01	Budget Proposal for Registration Services	Legal Services	Closure of the outlying stations (Llanidloes, Builth Wells, Knighton and Hay on Wye)	49
SCP01	Cease uniform grant and achieve income from ALN (sensory, psychology and welfare services)	Schools Central	Remove uniform grant and achieve income from ALN (sensory, psychology and welfare services)	46
SCP04	Schools central budgets, school houses, R & M advice, maternity	Schools Central	Schools central budgets, school houses, R & M advice, maternity	86
SCP05	Schools central & Transformation budgets	Schools Central	Review and restructure of staff teams	200
SCP06	Schools Early Years	Schools Central	Pre-school foundation phase funding review	221
SCP07	EIG Grant - Schools School Improvement	Schools Central	Reduce the level of match funding to be in line with other authorities within the ERW Consortia of around 10%.	675
SCP10	Schools ALN	Schools Central	Reduce Out of County Placements by developing new local model	298
SCP13	Schools central budgets	Schools Central	Removal of centrally held redundancy budget	236
SCP14	School Improvement & Central Services	Schools Central	Staffing review	241

SCP17	Special schools, Band 1 & 2 learners reduction - School ALN	Schools Central	Ensure more children with Band 1/2 needs are taught in local mainstream schools	45
TSP01	Increased income	Property and Regeneration	Additional income which will come from Proceeds of Crime	70
TSP02	Review Consumer Fraud team	Property and Regeneration	Review Consumer Fraud team structure	59
TSP04	Restructure of Emergency Planning Team	Property and Regeneration	Restructure staff structure	22
TSP05	Increase income within Trading Standards	Property and Regeneration	New proposals to increase income from Trading Standards - additional functions from UK and Welsh Government	40
LDS01	Legal and Democratic Services	Legal Services	Legal and Democratic Services Restructure	52
MBP03	Spare Cabinet Member allowance	Corporate Activities	Spare Cabinet Member allowance	16
CEP03	Commercial Services reductions	Corporate Activities	Commercial Services Team reductions	100
SCP18	Swimming Time for Schools	Schools Central	Review school swimming provision above the statutory requirements	100
SCP19	Reduction in Challenge Advisor costs (ERW change)	Schools Central	Reduction in Challenge Advisor costs (ERW change)	88
PRP07	Regeneration Review	Property and Regeneration	Regeneration Review of Staffing and Grant Funding alternatives	150
LRP12	R&M Leisure centres	Leisure and Recreation	R&M Leisure centres - capital not revenue	70
SCP20	Schools Meals Increase	Schools Central	School meals increase to £2.50 per meal	180
CEP04	Grant to PAVO	Corporate Activities	To support PAVO's core work in building and developing the capability of the third sector in Powys	78
CEP02	Senior Management Restructure	Corporate Activities	Senior restructure as part of organisational transfer	1,000
CEP05	Discretionary Rate Relief	Corporate Activities	Support for businesses held at 2018/19 levels	100
LRP13	Reduction in levels of grass-cutting	Leisure and Recreation	Reduction in urban verge cutting.	25
PRP08	Twr building RWAS	Comms	Current lease expires 30th June 2019. Look to secure the Twr for the show week only at £5k from the RWAS.	45
LRP15	Reduction in revenue support for Y Gaer	Leisure and Recreation	Reduction of Y Gaer operating budget. Longer term MTFS aspiration is either shared use of charitable trust status.	50
TOTAL				11,743

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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. The fees and charges register will be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.
- 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.
- 1.4 The fees and charges register has been reviewed by each Service area, and appropriate uplifts proposed. A general increase of 4% has been applied where no alternative basis has been applied.

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

The following new charges should be noted:

- 2.1 **Road Closures/Traffic Regulation Order** – a charge is proposed for amendments to existing temporary traffic road orders and notices.
- 2.2 **Traffic Signs, Signals and Parking** – a number of new charges are proposed including suspension of on-street parking, temporary parking dispensation and the switching on and off of permanent traffic lights.
- 2.3 **Registrations** – an additional charge has been proposed for a statutory fee for priority certificate 24-hour service.

3 The following removal of a charge should be noted:

- 3.1 **Road Tanker Fuel Measuring** – the charges relating to dipstick measuring systems are no longer relevant, as bulk tankers no longer have dipsticks due to working height regulations and bottom loading.
- 3.2 **Child burial fees** – it has been agreed to abolish child burial fees and abide by the memorandum of understanding between Welsh Government and Local Authorities, to assist families with funeral costs and to ensure a consistent approach across Wales.

3.3 Business desks in libraries where available – the service was introduced in 2017/18 on a trial basis which was unsuccessful. However, the service is exploring a formal offer to businesses with the Economy/Regeneration team instead.

4 The following areas have significant increases:

4.1 Water sampling – Risk Assessment for single dwelling supplies (by request only) - to bring this charge in line with the fee for a new risk assessment, an increase of £115 or 110% is proposed.

4.2 Burial Fees – an increase of 20% has been agreed for all burial fees to enable the Service savings target to be achieved.

4.3 Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN) – List of Streets – time taken to deal with ‘opinion in relation to the extent of county classified and unclassified highways’ has been reviewed and the charge brought in line with actual cost. It is therefore proposed to increase the fee for a desk top study by £110 or 123% and a desk top study plus site visit by £243 or 155%.

5 The following fees and charges are proposed to reduce from 1st April 2019:

5.1 Other Licences - Taxis

Private Hire Operator – admin charge for consideration of the application will reduce by 2% from £407 to £398

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	2019-20 Inflationary Increase/dec	Comments
REGULATORY SERVICES	Other Licences:		
	Gambling	0%	set by statute
	Animals	5%	service strategy
	Taxi	-2% to 15%	approved by Licensing Committee in December 2018
	Petroleum	0%	set by Health and Safety Executive
	Explosives	0%	set by Health and Safety Executive
	Miscellaneous	0% to 4%	0% Scrap metal - renewable every 3 years using All Wales Toolkit 0% Mobile Homes - renewable every 5 years using All Wales toolkit
	Water Sampling	0% to 110%	service strategy and risk assessment for single dwelling supplies 110% further details in the report
	Weights and Measures	-100% to 2.4%	Fees increased inline with Cymru Group, of which Powys is a member, based on Septembers inflation (CPI) of 2.4%. This has been adopted by a large majority of Local Authorities in Wales. Dipstick charges no longer exist, further detail contained in the report above.
	Food and H&S	0% - 13%	service strategy and a nationally set increase of 13% for a re-rating request
	Licensed Premises	0%	set by statute
	Building Control	0%	service strategy to leave fees as they are to remain competitive within the current market
	Planning	0%	set by Welsh Government
	Burial fees	-100% - 20%	child burial fees have been abolished and other burial fees have been increased by 20% further detail within the report above
Dog & Pest Control	4%	uplifted by the agreed inflationary rate of 4%	
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% - 2%	School meals to be increased from September 2019
	Cleaning	0% - 18%	To enable the service to remain viable, prices have been increased to cover costs.
	Libraries	-100% - 33%	service strategy to increase some fees where possible and the removal of one fee relating to business desks, further information contained within the report.
	Museums	0% - 25%	service strategy to increase some fees where possible
	Archives	0% - 33%	service strategy to increase some fees where possible
HIGHWAYS, TRANSPORT AND RECYCLING	Car Parks	0%	a separate report will be submitted for approval by the Service once the agreed strategy has been agreed with the portfolio holder
	Waste Collection	0% - 20%	service strategy to increase fees where possible. Trade prices have been omitted for 2019/20 due to an agreement to allow flexible pricing to enable the service to remain competitive and also so that competitors cannot access Powys prices in respect of trade waste
	Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN)	0% - 155%	7 new charges introduced and 123% and 155% increase to 2 fees under 'List of Streets' further detail contained within the report.
HOUSING	Private Sector Housing	0%	based on Welsh Government guidelines, maximum charge already implemented
LEGAL AND DEMOCRATIC	Registrations	0% to 175%	The 175% increase relates to the statutory fee for a certificate which will be raised to £11 across the board instead of the present 3-tier system of £4, £7 and £10 depending on when the certificate is issued. A new statutory fee for a priority certificate 24 hour service of £35 has been introduced.
	Land Charges	0%	service strategy to leave fees as they are
SCHOOLS	Schools	4% to 9%	Rent on School houses has been uplifted by the agreed inflationary rate of 4%. Home to School Transport pre and post 16 has been increased by 7% and 6% which equates to a £10 increase per term
SOCIAL CARE	Social Care	0%	part of Service strategy and Welsh Government guidelines
BUSINESS SERVICES	Careline	2%	inflationary increase based on CPI of 2.4%

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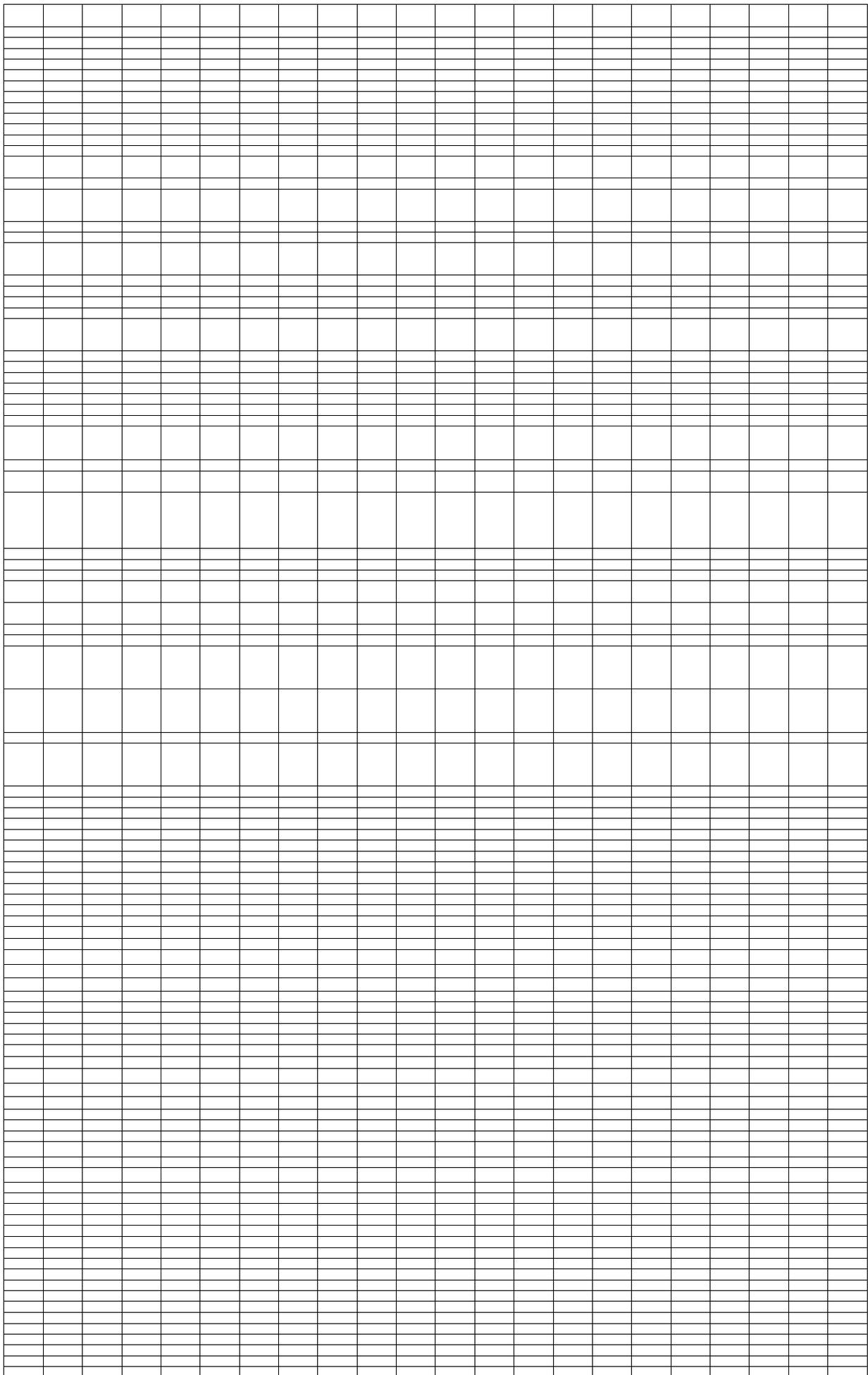
Service Charge Category	Service Area	Last Update
Other Licences	Regulatory Services	Jan-19
Water Sampling	Regulatory Services	Jan-19
Weights and Measures	Regulatory Services	Jan-19
Food and H&S	Regulatory Services	Jan-19
Licensed Premises	Regulatory Services	Jan-19
Building Control	Regulatory Services	Jan-19
Planning	Regulatory Services	Dec-18
Burial fees	Regulatory Services	Jan-19
Dog & Pest Control	Regulatory Services	Jan-19
Council Tax and NNDR - Summons and Liability Order	Finance	Dec-18
Catering	Leisure and Recreation	Jan-19
Cleaning	Leisure and Recreation	Jan-19
Libraries	Leisure and Recreation	Dec-18
Museums	Leisure and Recreation	Jan-19
Archives	Leisure and Recreation	Dec-18
Freedom	Leisure and Recreation	Dec-18
Car Parks	Highways Transport and Recycling	Jan-19
Waste Collection	Highways Transport and Recycling	Dec-18
Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN)	Highways Transport and Recycling	Dec-18
Private Sector Housing	Housing	Dec-18
Registrations	Legal and Democratic	Dec-18
Land Charges	Legal and Democratic	Jan-19
Schools	Schools	Dec-18
Social Care	Social Care	Jan-19
Business Services	Careline	Jan-19

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Service Area	Service Charge Category	2019-20 Inflationary Increase/decr	Comments
REGULATORY SERVICES	Other Licences:		
	Gambling	0%	set by statute
	Animals	5%	service strategy
	Taxi	-2% to 15%	approved by Licensing Committee in December 2018
	Petroleum	0%	set by Health and Safety Executive
	Explosives	0%	set by Health and Safety Executive
	Miscellaneous	0% to 4%	0% Scrap metal - renewable every 3 years using All Wales Toolkit 0% Mobile Homes - renewable every 5 years using All Wales toolkit
	Water Sampling	0% to 110%	service strategy and risk assessment for single dwelling supplies 110% further details in the report
	Weights and Measures	-100% to 2.4%	Fees increased inline with Cymru Group, of which Powys is a member, based on Septembers inflation (CPI) of 2.4%. This has been adopted by a large majority of Local Authorities in Wales. Dipstick charges no longer exist, further detail contained in the report above.
	Food and H&S	0% - 13%	service strategy and a nationally set increase of 13% for a re-rating request
	Licensed Premises	0%	set by statute
	Building Control	0%	service strategy to leave fees as they are to remain competitive within the current market
	Planning	0%	set by Welsh Government
Burial fees	-100% - 20%	child burial fees have been abolished and other burial fees have been increased by 20% further detail within the report above	
Dog & Pest Control	4%	uplifted by the agreed inflationary rate of 4%	
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% - 2%	School meals to be increased from September 2019
	Cleaning	0% - 18%	To enable the service to remain viable, prices have been increased to cover costs.
	Libraries	-100% - 33%	service strategy to increase some fees where possible and the removal of one fee relating to business desks, further information contained within the report.
	Museums	0% - 25%	service strategy to increase some fees where possible
	Archives	0% - 33%	service strategy to increase some fees where possible
HIGHWAYS, TRANSPORT AND RECYCLING	Car Parks	0%	a separate report will be submitted for approval by the Service once the agreed strategy has been agreed with the portfolio holder
	Waste Collection	0% - 20%	service strategy to increase fees where possible. Trade prices have been omitted for 2019/20 due to an agreement to allow flexible pricing to enable the service to remain competitive and also so that competitors cannot access Powys prices in respect of trade waste
	Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAAN)	0% - 155%	7 new charges introduced and 123% and 155% increase to 2 fees under 'List of Streets' further detail contained within the report.
HOUSING	Private Sector Housing	0%	based on Welsh Government guidelines, maximum charge already implemented
LEGAL AND DEMOCRATIC	Registrations	0% to 175%	The 175% increase relates to the statutory fee for a certificate which will be raised to £11 across the board instead of the present 3-tier system of £4, £7 and £10 depending on when the certificate is issued. A new statutory fee for a priority certificate 24 hour service of £35 has been introduced.
	Land Charges	0%	service strategy to leave fees as they are
SCHOOLS	Schools	4% to 9%	Rent on School houses has been uplifted by the agreed inflationary rate of 4%. Home to School Transport pre and post 16 has been increased by 7% and 6% which equates to a £10 increase per term
SOCIAL CARE	Social Care	0%	part of Service strategy and Welsh Government guidelines
BUSINESS SERVICES	Careline	2%	inflationary increase based on CPI of 2.4%
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	2017/18	2018/19	2019/20	% increase /decrease from previous charge	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	£2,400	£2,400	£2,400	0%	
	Family Entertainment Centre	£0	£0	£0	0%	
	Licensed Family Entertainment Centre Application	£1,600	£1,600	£1,600	0%	
	Licensed Family Entertainment Centre Annual Fee	£600	£600	£600	0%	
	Unlicensed Family Entertainment Centre permit (10 year permit)	£300	£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 - £231	£238	£250	5%	
		30-99 horses - £267	£275	£289	5%	
		>100 horses - £339	£349	£366	5%	
	Animal Boarding Establishments	1-10 dogs/cats - £195	£201	£211	5%	
		11-30 dogs/cats - £204	£210	£221	5%	
		>31 dogs/cats - £213	£219	£230	5%	
	Pet Shops	Not Exotic - £195	£201	£211	5%	
		Exotic - £204	£210	£221	5%	
	Dog Breeding	1-10 dogs - £195	£201	£211	5%	
		11-30 dogs - £204	£210	£221	5%	
		>31 dogs - £213	£219	£230	5%	
	Dangerous Wild Animals	£459 (2 yearly licence)	£473	£497	5%	
	Zoo	£500.00	£515	£541	5%	
Performing Animals - Registration Fee	£137.00	£141	£148	5%		
Home Boarder	£98.00	£101	£106	5%		
TAXI	Private Hire Operator: Admin charge for consideration of the Application	£400	£407	£398	-2%	Calculated using the All Wales toolkit and approved by Licensing Committee in December 2018 and currently advertised for consultation, will return to committee if representations to consider.
	Private Hire Operator: CRB Fee	£25	£25	£25	0%	
	Private Hire/Hackney Carriage Drivers: Administration Charge for consideration of a New Application	£256	£244	£247.50	1%	
	Private Hire/Hackney Carriage Drivers: Administration Charge for Renewal	£256	£244	£247.50	1%	
	Driver Licence (1 year – on request)	£140	£129	£148	15%	
	Private Hire/Hackney Carriage Drivers: CRB Fee	£44	£44	£44	0%	
	Private Hire/Hackney Carriage Drivers: DVLA Fee	£3	£3	n/a		
	Plus CRB Fee	£44	£44	£44	0%	
	Plus DVLA Fee	£3	£3	n/a		
	Private Hire Vehicle	£129	£133	£138	4%	
	Hackney Carriage Vehicles	£129	£133	£138	4%	
	Transfer of Plate	can't charge separately recover through licence application fee	can't charge separately recover through licence application fee	can't charge separately recover through licence application fee	na	
	Replacement of Plate	can't charge separately recover through licence application fee	can't charge separately recover through licence application fee	can't charge separately recover through licence application fee	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 application fee	can't charge separately recover through licence application fee	na		
Pair of door stickers	£7.50	£7.50	£7.50	0%		
Driver test	£36	£36.5	£38.0	4%		
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%	
MISCELLANEOUS	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 separation - 1 year	£86	£86	£86	0%	
	Renewal of Licence to store explosives >0m separation - 2 year	£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 separation - 1 year	£54	£54	£54	0%	
	Renewal of Licence to store explosives <=0m separation - 2 year	£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 cost	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	£1,029.70	£1,061	£1,104	4%	Scrap renewable every 3 years and calculated using an All Wales toolkit to account for full cost recovery. Will be renewed and approved via Cabinet in advance of Sept 19 when they become due for renewal.
	Street Trading Consents	£405.5	£418	£435	4%	
	Skin Piercing	£142.50	£213.50	£222.00	4%	
	Ear Piercing - duplicate for above really no need for separate entry	£142.50	£213.50	£222.00	4%	
	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	£48	0%	
Replacement licence	£17.36	£17	£17	0%		
Significant amendments	135.26	£135	£135	0%		
Environmental Search Enquiry	£69.3	£71	£74	4%		



Category	ITEM/SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	
Measuring Instruments Directive	Automatic discontinuous totalisers, automatic rail weighbridges, automatic catchweighers, automatic gravimetric filling instruments and beltweighers. Cold water meters	£82.67 per hour	£85.56 per hour	£87.61	2.4%	
	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	£82.67	£85.56	£87.61	2.4%	
	Equipment designed to weigh loads in motion	£82.67	£85.56	£87.61	2.4%	
	Bulk fuel measuring equipment tested following a Regulation 65 or 66 occurrence under the 1983 Regulations or Regulation 23 or 24 occurrence under the 1988 Regulations	£82.67	£85.56	£87.61	2.4%	
	Weighing or measuring equipment tested by means of statistical sampling	£82.67	£85.56	£87.61	2.4%	
	The establishment of calibration curves from templates	£82.67	£85.56	£87.61	2.4%	
	Templates graduated in millilitres	£82.67	£85.56	£87.61	2.4%	
	Testing or other services in pursuance of a Community obligation other than EC initial or partial verification	£82.67	£85.56	£87.61	2.4%	
Weights (per hour)	Full hourly rate for the first hour, thereafter £42.55 ph	£82.67 ph (Discount £43.40)	85.56 (N.B. Discount)	£87.61 (Discount £43.57)	2.4%	

Measures (ea)	Linear measures not exceeding 3m, for each scale	£10.29	£10.65	£10.91	2.4%	
	Capacity measures, without divisions, not exceeding 1 litre	£7.70	£7.97	£8.16	2.4%	
	Cubic ballast measures (other than brim measures)	£182.02	£188.39	£192.91	2.4%	
	Liquid capacity measures for making up and checking average quantity packages	£28.77	£29.78	£30.49	2.4%	
Templates (ea)	Per scale - first item	£53.03	£54.89	£56.20	2.4%	
	Second and subsequent items	£18.93	£19.59	£20.06	2.4%	
Weighing Instruments - Non NAWI	Not exceeding 1 tonne (ea)	£65.34	£67.63	£69.25	2.4%	
	Exceeding 1 tonne to 10 tonne (ea)	£105.85	£109.55	£112.18	2.4%	
	Exceeding 10 tonnes (ea)	£221.05	£228.79	£234.28	2.4%	
	Certification of Weighbridge Operators (ph)	£82.67 (No VAT Min charge of half an hour)	£85.56	£87.61	2.4%	
Weighing Instruments - NAWI	Not exceeding 1 tonne (ea)	£108.75	£112.56	£115.26	2.4%	
	Exceeding 1 tonne to 10 tonne (ea)	£168.32	£174.21	£178.39	2.4%	
	Exceeding 10 tonnes (ea)	£368.46	£381.36	£390.51	2.4%	
	When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged.	50% surcharge	50% surcharge	50% surcharge	0%	
Measuring Instruments for Intoxicating Liquor: (ea)	Not exceeding 150ml	£17.92	£18.55	£19.00	2.4%	
	Other	£20.72	£21.45	£21.96	2.4%	

Measuring Instruments for Liquid Fuel and Lubricants:	Container type (not subdivided) (ea)	£75.12	£77.75	£79.62	2.4%	
Single/multi-outlets (nozzles)	First nozzle tested, per site (ea)	£122.54	£126.83	£129.87	2.4%	
	Each additional nozzle tested (ea)	£75.28	£77.91	£79.78	2.4%	
	Testing of peripheral electronic equipment on a separate visit (per site) (ph)	£82.67	£85.56	£87.61	2.4%	
	Testing of credit card acceptor (per unit, regardless of no. of slots/nozzles/pumps) (ph)	£82.67	£85.56	£87.61	2.4%	
Road Tanker Fuel Measuring Equipment (Above 100 Litres):	Meter measuring systems: Wet hose with two testing liquids (ea)	£263.01	£272.22	£278.75	2.4%	
	Meter measuring systems: Wet hose with three testing liquids (ea)	£306.85	£317.59	£325.21	2.4%	
	Meter measuring systems: Dry hose with two testing liquids (ea)	£292.20	£302.43	£309.69	2.4%	
	Meter measuring systems: Dry hose with three testing liquids (ea)	£336.21	£347.98	£356.33	2.4%	
	Meter measuring systems: Wet/dry hose with two testing liquids (ea)	£409.11	£423.43	£433.59	2.4%	
	Meter measuring systems: Wet/dry hose with three testing liquids (ea)	£437.35	£452.66	£463.52	2.4%	
	Dipstick measuring systems: Up to 7,600 litres (for calibration of each compartment and production of chart) (ea)	£178.96	£185.22	£0	-100.0%	Bulk tankers no longer have dipsticks - due to working at height regulations and bottom loading.
	Dipstick measuring systems: Over 7,600 litres (basic fee plus additional charge) (ph)	£82.67	£85.56	£0	-100.0%	
	Initial dipstick (ea)	£20.71	£21.43	£0	-100.0%	
	Spare dipstick (ea)	£20.71	£21.43	£0	-100.0%	
Replacement dipstick (including examination of compartment) (ea)	£45.47	£47.06	£0	-100.0%		

CATEGORY	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
FOOD HYGIENE	Request for re-rating	£160.00	£160.00	£180.00	13%	Nationally set
	Food advisory service	£150.00	£150.00	£150.00	0%	Fee for 2 hours plus £40 plus vat per hour for any further hours based on actual costs.
	Food export health certificates	£83.20	£85.70	£90.00	5%	
	Voluntary surrender of foods	£83.20	£85.70	£90.00	5%	Fee for first hour, plus £40.00 per additional hours and actual costs of food disposal.
	Food hygiene training	£55.00	£55.00	£55.00	0%	
	Factual Statement HSW Act	£140.80	£145.02	£151.00	4%	
	Primary Authority Arrangements for food hygiene				n/a	fee will be based on actual cost
HEALTH AND SAFETY	Safety Certificate for Sports Ground		£516.73	£538.00	4%	

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Category	SERVICE	2017/18	2018/19	2019/20	% 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	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
Table A - New Dwellings Number of Units (Full Plans Vetting Charge): *	1		£191.49	£197.23	£197.23	0%	
	2		£256.25	£263.94	£263.94	0%	
	3		£337.50	£347.63	£347.63	0%	
	4		£418.75	£431.31	£431.31	0%	
	5		£506.25	£521.44	£521.44	0%	
	6		£593.75	£611.56	£611.56	0%	
	7		£618.75	£637.31	£637.31	0%	
	8		£643.75	£663.06	£663.06	0%	
	9		£668.75	£688.81	£688.81	0%	
	10		£675.00	£695.25	£695.25	0%	
11 - 30		Quote	Quote	Quote	N/A		
Table A - New Dwellings Number of Units (Full Plans Inspection Charge): *	1		£294.15	£302.97	£302.97	0%	
	2		£438.13	£451.27	£451.27	0%	
	3		£631.88	£650.84	£650.84	0%	
	4		£832.50	£857.48	£857.48	0%	
	5		£1,026.88	£1,057.69	£1,057.69	0%	
	6		£1,138.75	£1,172.91	£1,172.91	0%	
	7		£1,361.25	£1,402.09	£1,402.09	0%	
	8		£1,583.75	£1,631.26	£1,631.26	0%	
	9		£1,806.25	£1,860.44	£1,860.44	0%	
	10		£2,047.50	£2,108.93	£2,108.93	0%	
11 - 30		Quote	Quote	Quote	n/a		
Table A - New Dwellings	1		£485.64	£500.21	£500.21	0%	
	2		£694.38	£715.21	£715.21	0%	
	3		£969.38	£998.46	£998.46	0%	
	4		£1,251.25	£1,288.79	£1,288.79	0%	

Number of Units (Building Notice Charge):

5		£1,533.13	£1,579.12	£1,579.12	0%
6		£1,732.50	£1,784.48	£1,784.48	0%
7		£1,980.00	£2,039.40	£2,039.40	0%
8		£2,227.50	£2,294.33	£2,294.33	0%
9		£2,475.00	£2,549.25	£2,549.25	0%
10		£2,722.50	£2,804.18	£2,804.18	0%
11 - 30		Quote	Quote	Quote	n/a

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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	£127.66	£131.49	£131.49	0%
Single Storey Extensions	Any extension of a dwelling the total floor area of which does not exceed 10m2, including means of	£127.66	£131.49	£131.49	0%
	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	£127.66	£131.49	£131.49	0%
	Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed	£127.66	£131.49	£131.49	0%
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	£127.66	£131.49	£131.49	0%
	Any extension of a dwelling the total floor area of which exceeds 40m2, but does not exceed 100m2, including means of access and work in connection with that extension	£127.66	£131.49	£131.49	0%
Loft Conversions	Loft conversion floor area not exceeding 40m2	£127.66	£131.49	£131.49	0%
	Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£127.66	£131.49	£131.49	0%
	Conversion of a single domestic garage in to a	£192.34	£198.11	£198.11	0%
	Replacement of windows in a dwelling (up to 20	£55.32	£56.98	£56.98	0%
	Installation or replacement of domestic sewage treatment system	£153.19	£157.79	£157.79	0%
	Upgrading thermal elements (as defined in	£55.32	£56.98	£56.98	0%

Other Works	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	£153.19	£157.79	£157.79	0%
	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	£55.32	£56.98	£56.98	0%
	Installation of a solar hot water system (Where the installer Uis notU a member of a 'Competent	£153.19	£157.79	£157.79	0%
	Electrical Installations a.Where the installer Uis not Ua member of a 'Competent Persons Scheme'	£170.21	£175.32	£175.32	0%



Page 85 Table B - Amount of Full Plans Inspection 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	£124.51	£128.25	£128.25	0%
	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	£124.51	£128.25	£128.25	0%
		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	£238.72	£245.88	£245.88	0%
		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	£331.50	£341.45	£341.45	0%
	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	£274.92	£283.17	£283.17	0%
		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	£367.70	£378.73	£378.73	0%
		Loft conversion floor area not exceeding 40m2	£238.72	£245.88	£245.88	0%

**Table B -
Amount of
Building Notice
Charge**

Loft Conversions	Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£331.50	£341.45	£341.45	0%
Garages	Erection or extension of a detached building	£277.39	£285.71	£285.71	0%
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	£277.39	£285.71	£285.71	0%
	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	£403.02	£415.11	£415.11	0%
	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	£505.08	£520.23	£520.23	0%
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	£442.84	£456.13	£456.13	0%
	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	£544.90	£561.25	£561.25	0%
Loft Conversions	Loft conversion floor area not exceeding 40m2	£403.02	£415.11	£415.11	0%
	Loft conversion floor area exceeding 40m2 but does not exceed 60m2	£505.08	£520.23	£520.23	0%
Other Works	Conversion of a single domestic garage in to a	£211.57	£217.92	£217.92	0%
	Replacement of windows in a dwelling (up to 20	£60.85	£62.68	£62.68	0%
	Installation or replacement of domestic sewage treatment system	£168.51	£173.57	£173.57	0%
	Upgrading thermal elements (as defined in	£55.32	£56.98	£56.98	0%
	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	£168.51	£173.57	£173.57	0%

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Table C - Cost of Works - Amount of Full Plans Vetting Charge

	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	£56.98	£56.98	0%
	Installation of a solar hot water system (Where the installer is not a member of a 'Competent Persons Scheme')	£168.51	£173.57	£173.57	0%
	Electrical Installations a. Where the installer is not a member of a 'Competent Persons Scheme'	£187.23	£192.85	£192.85	0%
	£0 - £2,000	£110.00	£113.30	£113.30	0%
	£2,001 - £5,000	£181.50	£186.95	£186.95	0%
	£5,001 - £10,000	£61.22	£63.06	£63.06	0%
	£10,001 - £15,000	£74.34	£76.57	£76.57	0%
	£15,001 - £20,000	£87.45	£90.07	£90.07	0%
	£20,001 - £25,000	£99.11	£102.08	£102.08	0%
	£25,001 - £30,000	£110.77	£114.09	£114.09	0%
	£30,001 - £35,000	£122.43	£126.10	£126.10	0%
	£35,001 - £40,000	£134.09	£138.11	£138.11	0%
	£40,001 - £45,000	£148.02	£152.46	£152.46	0%
	£45,001 - £50,000	£157.10	£161.81	£161.81	0%
	£50,001 - £55,000	£168.10	£173.14	£173.14	0%
	£55,001 - £60,000	£179.10	£184.47	£184.47	0%
	£60,001 - £65,000	£190.10	£195.80	£195.80	0%
	£65,001 - £70,000	£201.10	£207.13	£207.13	0%
	£70,001 - £75,000	£212.10	£218.46	£218.46	0%
	£75,001 - £80,000	£223.10	£229.79	£229.79	0%
	£80,001 - £90,000	£234.10	£241.12	£241.12	0%
	£90,001 -	£245.10	£252.45	£252.45	0%
	£5,001 - £10,000	£157.50	£162.23	£162.23	0%
	£10,001 - £15,000	£191.25	£196.99	£196.99	0%
	£15,001 - £20,000	£225.00	£231.75	£231.75	0%

Table C - Cost of Works - Amount of Full Plans Inspection Charge

£20,001 - £25,000	£255.00	£262.65	£262.65	0%
£25,001 - £30,000	£285.00	£293.55	£293.55	0%
£30,001 - £35,000	£315.00	£324.45	£324.45	0%
£35,001 - £40,000	£345.00	£355.35	£355.35	0%
£40,001 - £45,000	£375.00	£386.25	£386.25	0%
£45,001 - £50,000	£405.00	£417.15	£417.15	0%
£50,001 - £55,000	£435.00	£448.05	£448.05	0%
£55,001 - £60,000	£465.00	£478.95	£478.95	0%
£60,001 - £65,000	£495.00	£509.85	£509.85	0%
£65,001 - £70,000	£525.00	£540.75	£540.75	0%
£70,001 - £75,000	£555.00	£571.65	£571.65	0%
£75,001 - £80,000	£585.00	£602.55	£602.55	0%
£80,001 - £90,000	£625.00	£643.75	£643.75	0%
£90,001 -	£655.00	£674.65	£674.65	0%

no increase to fees so that the Service remains competitive within the current market

Table C - Cost of Works - Amount of Building Notice Charge

£0 - £2,000	£121.00	£124.63	£124.63	0%
£2,001 - £5,000	£199.65	£205.64	£205.64	0%
£5,001 - £10,000	£240.59	£247.81	£247.81	0%
£10,001 - £15,000	£292.15	£300.91	£300.91	0%
£15,001 - £20,000	£343.70	£354.01	£354.01	0%
£20,001 - £25,000	£389.52	£401.21	£401.21	0%
£25,001 - £30,000	£435.35	£448.41	£448.41	0%
£30,001 - £35,000	£481.17	£495.61	£495.61	0%
£35,001 - £40,000	£527.00	£542.81	£542.81	0%
£40,001 - £45,000	£575.32	£592.58	£592.58	0%
£45,001 - £50,000	£618.31	£636.86	£636.86	0%
£50,001 - £55,000	£663.41	£683.31	£683.31	0%
£55,001 - £60,000	£708.51	£729.77	£729.77	0%
£60,001 - £65,000	£753.61	£776.22	£776.22	0%
£65,001 - £70,000	£798.71	£822.67	£822.67	0%
£70,001 - £75,000	£843.81	£869.12	£869.12	0%
£75,001 - £80,000	£888.91	£915.58	£915.58	0%
£80,001 - £90,000	£945.01	£973.36	£973.36	0%

£90,001 -	£990.11	£1,019.81	£1,019.81	0%
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Table D -Other Residential (Institution and Other) Full Plans Vetting Charge

Floor area not exceeding 10m2	£127.66	£131.49	£131.49	0%
Floor area exceeding 10m2 but not exceeding	£170.21	£175.32	£175.32	0%
Floor area exceeding 40m2 but not exceeding	£212.77	£219.15	£219.15	0%
Floor area exceeding 100m2 but not exceeding	£212.77	£219.15	£219.15	0%

Table D -Other Residential (Institution and Other) Full Plans Inspection Charge

Floor area not exceeding 10m2	£348.94	£359.41	£359.41	0%
Floor area exceeding 10m2 but not exceeding	£510.64	£525.96	£525.96	0%
Floor area exceeding 40m2 but not exceeding	£765.96	£788.94	£788.94	0%
Floor area exceeding 100m2 but not exceeding	£936.17	£964.26	£964.26	0%

Table D - Assembly and

Floor area not exceeding 10m2	£102.13	£105.19	£105.19	0%
Floor area exceeding 10m2 but not exceeding	£136.17	£140.26	£140.26	0%

Recreation Full Plans Vetting Charge	Floor area exceeding 40m2 but not exceeding	£170.22	£175.33	£175.33	0%
	Floor area exceeding 100m2 but not exceeding	£170.22	£175.33	£175.33	0%

Table D - Assembly and Recreation Full Plans Inspection Charge Page 90	Floor area not exceeding 10m2	£279.15	£287.52	£287.52	0%
	Floor area exceeding 10m2 but not exceeding	£408.51	£420.77	£420.77	0%
	Floor area exceeding 40m2 but not exceeding	£612.77	£631.15	£631.15	0%
	Floor area exceeding 100m2 but not exceeding	£748.94	£771.41	£771.41	0%

Table D - Industrial and Storage Full Plans Vetting Charge	Floor area not exceeding 10m2	£63.83	£65.74	£65.74	0%
	Floor area exceeding 10m2 but not exceeding	£85.11	£87.66	£87.66	0%
	Floor area exceeding 40m2 but not exceeding	£106.39	£109.58	£109.58	0%
	Floor area exceeding 100m2 but not exceeding	£106.39	£109.58	£109.58	0%

Floor area not exceeding 10m2		£174.47	£179.70	£179.70	0%
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Table D - Industrial and Storage Full Plans Inspection Charge	Floor area exceeding 10m2 but not exceeding		£255.32	£262.98	£262.98	0%
	Floor area exceeding 40m2 but not exceeding		£382.98	£394.47	£394.47	0%
	Floor area exceeding 100m2 but not exceeding		£468.09	£482.13	£482.13	0%

Table D - All Other Use Classes Full Plans Vetting Charge	Floor area not exceeding 10m2		£76.60	£78.90	£78.90	0%
	Floor area exceeding 10m2 but not exceeding		£102.13	£105.19	£105.19	0%
	Floor area exceeding 40m2 but not exceeding		£127.66	£131.49	£131.49	0%
	Floor area exceeding 100m2 but not exceeding		£127.66	£131.49	£131.49	0%

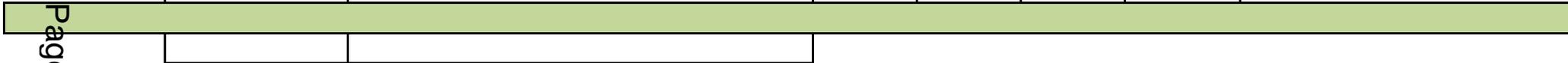
Table D - All Other Use Classes Full Plans Vetting Charge	Floor area not exceeding 10m2		£209.36	£215.64	£215.64	0%
	Floor area exceeding 10m2 but not exceeding		£306.38	£315.57	£315.57	0%
	Floor area exceeding 40m2 but not exceeding		£459.58	£473.37	£473.37	0%
	Floor area exceeding 100m2 but not exceeding		£561.70	£578.55	£578.55	0%

Table E - Other Services

E1 Code for Sustainable Homes – Pre-assessment		£157.50	£162.23	£162.23	0%
E1a Code for Sustainable Homes – Registration Fee (Single dwelling)		£152.25	£156.82	£156.82	0%
E2 Code for Sustainable Homes – Design Stage Assessment (two		£1,260.00	£1,297.80	£1,297.80	0%
E2a Code for Sustainable Homes – Additional Optional Services (per calculation)		£42.00	£43.26	£43.26	0%
E3 Code for Sustainable Homes – Post		£262.50	£270.38	£270.38	0%
E4 Code for Sustainable Homes – Additional visits		£420.00	£432.60	£432.60	0%
E5 SAP Rating – On construction (New Build)		£131.25	£135.19	£135.19	0%
E6 EPC Rating - Existing Dwelling		£105.00	£108.15	£108.15	0%
E7 Copy of Decision Notices / Completion Certificates with		£21.87	£22.53	£22.53	0%

E8 Copy of Decision Notices / Completion Certificates		£30.63	£31.55	£31.55	0%
E9 Letter Confirming L10 Pre-Application Advice		£30.63	£31.55	£31.55	0%
		£61.25	£63.08	£63.08	0%

Potential Service Charges to be Introduced/Charges levied but not yet published	Demolition Notices		£78.75	£81.11	£81.11	0%
	CON 29 Searches - on basis of time as well as		tbc	tbc	tbc	n/a
	Street signs		tbc	tbc	tbc	n/a
	Fire Risk		POA	POA	POA	n/a
	Fire Door		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 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 Regulariations.

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.

Please note we are also looking at all of our processes at the moment and may identify further opportunities for charges.

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Planning Fees

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

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

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Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
Excavation	Burial - Adults: Single Depth	£621.90	£684.09	£820.91	20%
	Burial - Adults: Double Depth	£783.90	£862.29	£1,034.75	20%
	Burial - Children: Stillborn to under 12 years	£188.81	£207.69	£0	-100%
	Burial - Children: Children over 1 month and under 12 years	£367.52	£404.27	£0	-100%
	Cremated Remains: All burials	£196.81	£216.49	£260	20%
Monument Registrations	Right to erect a headstone & first inscription	£179.42	£197.36	£236.83	20%
	Right to erect a kerbstone	£179.42	£197.36	£236.83	20%
	Subsequent inscriptions	£45.52	£50.07	£60.08	20%
Purchase of Exclusive Right of Burial (ERB)	Adults & Children 12 and over	£716.08	£787.69	£945.23	20%
	Children - under 12 years	£358.81	£394.69	£0	-100%
	Stillborn/under 1 month	£179.42	£197.36	£0	-100%
	Cremation Space	£354.80	£390.28	£468.34	20%
Registration of Burial	Adults & Children 12 and over	£223.15	£245.47	£294.56	20%
	Stillborn and Children under 12 years	£0.00	£0.00	£0	0%
Miscellaneous	Scattering of Ashes	£223.15	£245.47	£294.56	20%
	Home burial visit		£100.00	£120.00	20%
	Genealogy Research Requests*	£53.16	£58.48	£70.18	20%
	Saturday cremations (additional cost)	£200	£220.00	£264	20%
	Saturday burials (additional cost)	£400	£440.00	£528	20%
	<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>				

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Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
Primary School	Meal	£2.25	£2.30	£2.35	2%	increases proposed to School meals from September 2019
	Free Meal	£2.30	£2.30	£2.35	2%	
High School	Meal of the day	£2.35	£2.40	£2.45	2%	
	Free Meal	£2.40	£2.40	£2.45	2%	
Adults	Meal Tickets	£4.50	£4.50	£4.50	0%	
	Meals	£4.50	£4.50	£4.50	0%	
Other	Clifford Meals	£2.40	£3.40	£3.40	0%	

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Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
External Sites	Cleaner	£11.18	£11.18	£13.18	18%
	Cleaner in Charge	£11.33	£11.33	£13.36	18%
	Caretaker	N/A	£12.70	£12.92	2%
Schools	Cleaner	£11.41	£11.41	£13.45	18%
	Cleaning Caretaker	£12.45	£12.70	£12.92	2%
Internal Sites	Cleaner	£10.42	£10.52	£12.40	18%
	Cleaner in Charge	£10.42	£10.52	£12.40	18%
	Cleaner Supervisor		£11.39	£13.47	18%
	Caretaker / Handyman	£12.82	£12.90	£12.92	0%
	Caretaker	£14.13	£14.13	£14.13	0%
Other sites	Fire Stations small Not including materials	11.18	11.18	13.18	18%

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SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
Fines – books	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	Branches: Adult: 15p per open day overdue for each item (max. £5.00 per item). Mobile libraries: 15p per item per missed visit. Children: no fines on children's items.	0%	<i>Increased by 50% 15/16</i>
Fines – other	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.01	Talking books: Adult – 15p per day overdue for each item, to a maximum of £5.00. No fines on children's items. DVDs: childrens, information and music: 20p per open day DVDs - feature films and boxed sets: 50p per open day to a maximum of £5.00	0%	<i>Increased by 50% 15/16</i>

Reservations	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 recharge	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge	Books in stock or on order: no charge Not in stock book or periodical: £10.00 Music and play sets: from £30.00 depending on number of copies wanted etc. Application for renewal of inter-library loan items (minimum of one week's notice required): £10.00 Overdue inter-library loan items: £10.00 recharge	0%	<i>Increased by 50% and 67% in 17/18</i>
DVDs	Hire charge: £1.00 per week for children's, information, and music. Hire charge: £2.50 per week for adults and children's feature films Hire charge: £4 per week for boxed sets containing 3 or more DVDs	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	0%	<i>Boxed sets charge introduced 16/17. Feature films increased 25% 15/16.</i>
Talking Books	Hire charge: £3.00. No charge for children's items.	Hire charge: £3.00. No charge for children's items.	Hire charge: £3.00. No charge for children's items.	0%	<i>Increased 50% 16/17</i>
Replacement tickets	Adult / children: £1.00	Adult / children: £2	Adult / children: £2	0%	<i>Increased 100% 18/19</i>

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 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	Adult fiction: from 50p Non-fiction: from 75p Junior: from 20p Audio: from 50p DVDs: from £2.51	0%	<i>Increased 25% 18/19</i>
Photocopies	A4, 15p per sheet; A3,30p per sheet	A4, 15p per sheet; A3,30p per sheet	A4, 20p per side A3, 40p per side	25% and 33%	<i>It is believed that this is one area where the market should sustain an increased price without detrimentally</i>
Paper	A4 10p per sheet	A4 10p per sheet	A4 10p per sheet	0%	
Printouts	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 each	A4: 20p black & white, 40p colour Microfiche/film printout: - A4: 30p self-service, 50p postal (where available) Standard charge through public i-cam printer Digital copies and printouts undertaken by staff: £1.00 each	25% on A4 black and white	<i>A4 increased to match charge for copies, as uses the same machine. A3 deleted as no A3 printer/copiers in libraries.</i>
Damaged & lost items	Books: In print: current published price Out of print: current average cost for book type DVDs: Individually priced	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	0%	<i>Variable pricing already in place</i>

Use of Computers	Free bookable sessions	Free bookable sessions	Free bookable sessions	n/a	WG requirement under the Welsh Public Library Standards to provide free computer use
Sale of memory sticks	8gb memory stick £5	8gb memory stick £6	8gb memory stick £6	0%	Increased 20% 18/19
Room hire	<p>Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p>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)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	<p>Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p>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)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	<p>Voluntary / educational organisations: £30.00 per 3 hour session; £15.00 per hour; £50 per 3 hour session out of library opening hours</p> <p>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)</p> <p>Reduced rates for regular bookings: 10% reduction for regular bookings (10 per year and over)</p>	0%	3 hour session charge out of hours

Exhibitions	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	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%	<i>Very limited use now - under review</i>
Laminating (where available)	A4 size: £1.50 A3 size: £2.00	A4 size: £1.50 A3 size: £2.01	A4 size: £1.50 A3 size: £2.00	0%	<i>Very limited use now - under</i>
Local studies research	£15 per half hour	£15 per half hour	£20 per half hour	33%	<i>Increase in line with Archives Service</i>
Business desks (where available)	£5 per session	£5 per session	£0	-100%	<i>Trial showed no take up. Exploring formal offer to businesses with Economy/Regen</i>

CATEGORY	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
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%
	SLA - school annual agreement	N/A	N/A	N/A	0%
	Visit to Museum by an educational organisation (with Education & Access Officer)	£45.00	£45.00	£50.00	11%
	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)	£70.00 (Discount of £15.00 for 2 or more bookings made within the same financial year)	8%

EDUCATION CHARGES	Visit to Museum / Outreach visit by Education & Access Officer to Special schools / Adults with disabilities	£25.00	£25.00	£30.00	20%
	Visit to Museum / Outreach visit by Education & Access Officer to Adult groups	£50.00	£50.00	£55.00	10%
	Craft activities / holiday activities – per child / adult	£0-£3.00 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	£25.00	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	£25 per Topic	25%
	Use of of Victorian/WW2 school room - (Mont	£20	£20	£25	25%
	Rental of handling collection	£35 per Topic	£35 per Topic	£40 per Topic	14%
	Transport of above (delivery/return)	£0.45 per mile	£0.45 per mile	£0.45 per mile	0%
	Crafts	£2 per child	£2 per child	£2 per child	0%

CATEGORY	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
Photocopies	A4 per sheet	£0.50	£0.50	£0.50	0%
	A3 per sheet	£1.00	£1.00	£1.00	0%
	Micro film / fiche printout	£1.00	£1.00	£1.00	0%
	Postal requests (cost of copies, plus postage)	£3.00	£3.00	£3.00	0%
Digital Images	Images digitised from the original document, on CD, per image	charged as per staff time	charged as per staff time	charged as per staff time	n/a
	Images digitised from the original document, printout, per image	charged as per staff time	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, on CD, per image	charged as per staff time	charged as per staff time	charged as per staff time	n/a
	Images of existing digital images, printout, per image	charged as per staff time	charged as per staff time	charged as per staff time	n/a
Research Service	Half an hour quick "look-up" (parish registers and census only)	£15.00	£15.00	£20.00	33%
	One hour research	£30.00	£30.00	£40.00	33%
	Two hours research	£60.00	£60.00	£80.00	33%

Photography Permit	Annual permit to take digital photographs of archive documents (for private research only)	Daily permit £7; weekly permit £20; annual permit £50	Daily permit £7; weekly permit £20; annual permit £50	Daily permit £9; weekly permit £20; annual permit £50	Daily permit 29%
Family and Local History Internet Sessions	One-to-one sessions on family or local history sources on the Internet, one hour	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	£5 per individual in group; £10 individual	0%

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

Brecon Leisure Centre

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

Bro Ddyfi Leisure Centre

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

Builth Sports Centre and swimming pool

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

Caereinion Leisure Centre

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

East Radnor Leisure Centre

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

Knighton Leisure Centre

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

Llandrindod Wells Leisure Centre

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

Llanfyllin Leisure Centre

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

Llanidloes Leisure Centre

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

Maldwyn Leisure Centre

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

Rhayader Leisure Centre

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

The Flash Leisure Centre

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

Ystradgynlais Leisure Centre

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

CAR PARK FEES AND CHARGES	CATEGORY	UP TO 1 HR			UP TO 2 HRS		
LOCATION	TYPE OF VEHICLE	15/16	16/17	% increase /decrease from previous charge	15/16	16/17	% increase /decrease from previous charge
BUILTH WELLS: The Groe & Smithfield	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
CRICKHOWELL: Beaufort Street	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
HAY-ON-WYE: Oxford Road	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
HAY-ON-WYE: Market Square (short-stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%
BRECON: George St, Viaduct & New County Hall	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%
BRECON: Canal Road Coach and Lorry Park	Coach/Vehicles over 3t	£0.00	N/A	N/A	£0.00	N/A	N/A
BRECON: Promenade car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
BRECON: The Watton car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%

BRECON: Alexandra Rd, Market St Kensington, Dinas Rd, Scout Lane Canal Rd	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
LLANDRINDOD WELLS: Town Hall	Motor Car	£0.20	£0.70	250%	£0.40	£1.30	225%
LLANDRINDOD WELLS: Middleton St (short stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%
LLANDRINDOD WELLS: High St	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
KNIGHTON: Norton Arms car park (short stay)	Motor Car	£0.50	£1.00	100%	£1.00	£1.50	50%
KNIGHTON: Bowling Green Lane	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
PRESTEIGNE: Hereford St car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
PRESTEIGNE: High St car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
RHAYADER: Dark Lane car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
NEWTOWN: Ladywell car park	Motor Cars	£0.50	£1.00	100%	£1.00	£1.50	50%
NEWTOWN: Back Lane car park & Gravel car park	Motor Car	£0.50	£0.70	40%	£1.00	£1.30	30%
	Vehicle & Trailer	£1.50	£1.90	27%	£1.50	£1.90	27%
	Vehicles up to 3t	£1.70	£2.20	29%	£2.30	£2.90	26%
	Vehicles over 3t	£1.90	£2.40	26%	£2.70	£3.40	26%
NEWTOWN: Old college	Motor Car	£0.00	£0.70		£0.00	£1.30	

LOCATION	TYPE OF VEHICLE	15/16	16/17	17/18	% increase /decrease from previous charge	15/16	16/17
PERMITS		1MONTH				3 MONTH	
NEWTOWN: Old College	Vehicle & Trailer	£0.00	£1.90			£0.00	£1.90
WELSHPOOL: Severn Stars car park (short stay)	Motor Cars	£0.50	£1.00	100%		£1.00	£1.50
WELSHPOOL: Berriew St car park & Church St car park	Motor Car	£0.50	£0.70	40%		£1.00	£1.30
	Vehicle & Trailer	£1.50	£1.90	27%		£1.50	£1.90
	Vehicles up to 3t	£1.70	£2.20	29%		£2.30	£2.90
	Vehicles over 3t	£1.90	£2.40	26%		£2.70	£3.40
LLANIDLOES: Mount St car park	Motor Car	£0.50	£0.70	40%		£1.00	£1.30
	Vehicle & Trailer	£1.50	£1.90	27%		£1.50	£1.90
	Vehicles up to 3t	£1.70	£2.20	29%		£2.30	£2.90
	Vehicles over 3t	£1.90	£2.40	26%		£2.70	£3.40
MACHYNLLETH: Maengwyn St car park	Motor Car	£0.50	£0.70	40%		£1.00	£1.30
	Vehicle & Trailer	£1.50	£1.90	27%		£1.50	£1.90
	Vehicles up to 3t	£1.70	£2.20	29%		£2.30	£2.90
	Vehicles over 3t	£1.90	£2.40	26%		£2.70	£3.40
YSTRADGYNLAIS: Heol Maes y Dre, Heol Eglwys	Motor Car	£0.00	£0.70			£0.00	£1.30
PERMITS							
LOCATION	TYPE OF VEHICLE	15/16	16/17	17/18	% increase /decrease from previous charge	15/16	16/17
TYPE OF VEHICLE		1MONTH				3 MONTH	
	Motor Cars	£35.00	£40.00	£40.00	0%	£90.00	£100.00
	Cars & Trailers	£40.00	£45.00	£45.00	0%	£100.00	£115.00

CAR PARK PERMITS	Vehicles up to 3T	£50.00	£55.00	£60.00	9%	£130.00	£150.00
	Vehicles over 3T	£55.00	£60.00	£70.00	17%	£145.00	£165.00
	Bus/Coach	£55.00	£60.00	£70.00	17%	£145.00	£165.00
	Bus/Coach - overnight only	£65.00	£70.00	£75.00	7%	£165.00	£190.00

UP TO 4 HRS			OVER 4 HRS			OVERNIGHT			
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	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
£0.00	N/A	N/A	£0.00	£5.30		£0.00	£6.30		
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00		
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00		
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		

£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
N/A	£2.50		N/A	£3.20		N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£0.00	£6.30		
£3.20	£4.00	25%	£3.20	£4.00	25%	£0.00	£6.30		
£3.50	£4.40	26%	£4.20	£5.30	26%	£0.00	£6.30		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£5.00	£6.30	26%	
£3.20	£4.00	25%	£3.20	£4.00	25%	£5.00	£6.30	26%	
£3.50	£4.40	26%	£4.20	£5.30	26%	£5.00	£6.30	26%	
£0.00	£2.50		£0.00	£3.20		£0.00	£0.00		

£0.00	£3.80		£0.00	£3.80		£0.00	£6.30		
N/A		N/A	N/A		N/A	N/A		N/A	
£2.00	£2.50	25%	£2.50	£3.20	28%	£0.00	£0.00	N/A	
£3.00	£3.80	27%	£3.00	£3.80	27%	£5.00	£6.30	26%	
£3.20	£4.00	25%	£3.20	£4.00	25%	£5.00	£6.30	26%	
£3.50	£4.40	26%	£4.20	£5.30	26%	£5.00	£6.30	26%	
£2.00		25%	£2.50		28%	£0.00		£0.00	N/A
£3.00		27%	£3.00		27%	£5.00		£6.30	26%
£3.20		25%	£3.20		25%	£5.00		£6.30	26%
£3.50		26%	£4.20		26%	£5.00		£6.30	26%
£2.00		25%	£2.50		28%	£0.00		£0.00	N/A
£3.00		27%	£3.00		27%	£5.00		£6.30	26%
£3.20		25%	£3.20		25%	£5.00		£6.30	26%
£3.50		26%	£4.20		26%	£5.00		£6.30	26%
£0.00			£0.00			£0.00		£0.00	N/A
17/18		% increase /decrease from previous charge	15/16		16/17	17/18		% increase /decrease from previous charge	
		6 MONTH				12 MONTH			
£115.00	15%	£160.00	£185.00	£205.00	11%	£275.00	£325.00	£370.00	14%
£125.00	9%	£180.00	£205.00	£230.00	12%	£310.00	£365.00	£415.00	14%

£170.00	13%	£240.00	£275.00	£305.00	11%	£410.00	£490.00	£555.00	13%
£185.00	12%	£265.00	£300.00	£340.00	13%	£455.00	£540.00	£610.00	13%
£185.00	12%	£265.00	£300.00	£340.00	13%	£455.00	£540.00	£610.00	13%
£210.00	11%	£300.00	£340.00	£380.00	12%	£515.00	£610.00	£690.00	13%

Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments	
Household Waste	Bulky Household Waste (subject to conditions)	£25.00 (up to 3 items)	£25.00 (up to 3 items)	£30 (up to 3 items)	20%		
Wheeled Bin Size (240 Litre) Weekly Collection Charge:	Glass	£2.69	£2.69	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace, therefore no set price	
	Plastic/tins/cans/metal	£2.69	£2.69		0%		
	Paper	£2.69	£2.69		0%		
Wheeled Bin Size (180 Litre) Weekly Collection Charge:	Food	£4.33	£4.33		0%		
Wheeled Bin Size (360 Litre) Weekly Collection Charge:	Cardboard & Paper	£2.69	£2.69		0%		
Wheeled Bin Size (820 & 1100 Litre) Weekly Collection Charge:	Cardboard & Paper	£6.68-£8.91	£6.68-£8.92	0%			
Trade	Wheeled Bin Size (360 Litre) Weekly Collection Charge:	£11.74	£11.74	see comment	0%		
	Wheeled Bin Size (660 Litre) Weekly Collection Charge:	£20.12	£20.12		0%		
	Wheeled Bin Size (1100 Litre) Weekly Collection Charge:	£29.24	£29.24		0%		
	Wheeled Bin Size (1280 Litre) Weekly Collection Charge:	£33.88	£33.88		0%		
	Trade Kerbside containers - up to 6 boxes (annual fee)	£139.88	£139.88		0%		
	Trade Refuse Sacks (26 per roll) - General	£114.46	£114.46		0%		
	Trade Refuse Sacks (26 per roll) - Charity (blue)	£57.23	£57.23		0%		

Miscellaneous	Compost Bin - to purchase from CA Sites	Delivery direct to householders only £20	Delivery direct to householders only £20	£20	0%	superseded by garden waste collection service inflationary increase and increase in disposal costs currently being considered discontinued
	Garden Waste Sacks (each)	£13.56 for roll of 10	£13.56 for roll of 11	n/a	0%	
	Purple Sacks (domestic) 26 per roll	£51.88	£51.88	£57.07	10%	
	HWRS Civic Amenity Site Permit (annual fee)	£200.00	£200.00	£200.00	0%	
	Bring Site Permit (annual fee)	£55.00	£55.00	n/a	0%	
Replacement Eurobins	New Replacement 1280L	£400.74	£400.74	see comment	0%	TRADE - flexibility over pricing approved by portfolio holder to remain competitive within the marketplace.
	New Replacement 1100L	£367.02	£367.02		0%	
	New Replacement 660L	£350.95	£350.95		0%	
	New Replacement 360L	£134.66	£134.66		0%	
	Refurbished Replacement Bin (all sizes)	£144.55	£144.55		0%	
Replacement Eurobin lids	1280L	£83.57	£83.57	see comment	0%	
	1100L	£74.16	£74.16		0%	
	660L	£74.16	£74.16		0%	
	360L	£74.16	£74.16		0%	

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Category	Service	Proposed charges April 2018/19 £	Proposed charges April 2019/20 £	% increase	Notes
Temporary Traffic Signals	2 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
	3 / 4 way lights	Notification Only No Charge	Notification Only No Charge	n/a	Each period of installation
Scaffolding	Consideration of an application to erect over a highway any scaffolding or other structure.	92	92	0%	Initial consideration and first 2 weeks
	Consideration of an application to retain on or over a highway any scaffolding or other structure.	53	53	0%	Each additional week or part thereof
Skips	Consideration of an application for permission to deposit a skip on any highway.	53	53	0%	Initial consideration and first 2 weeks
	Consideration of an application for permission to retain a skip on any highway.	27	27	0%	Each additional week or part thereof
Hoarding	Consideration of an application for consent to erect a hoarding or fence.	92	92	0%	Initial consideration and first 2 weeks
	Consideration of an application for consent to retain a hoarding or fence.	53	53	0%	Each additional week or part thereof
Seasonal Decs, Banners/Bunting	Consideration of application to erect short term banners & decorations within or over a highway or street	105	105	0%	

Materials storage/Working areas on the Highways	Consideration of an application for consent to temporarily deposit building materials rubbish or other things in a street that is maintainable at public expense.	92	92	0%	Initial consideration and first 2 weeks
	Consideration of an application for consent to continue temporarily depositing building materials rubbish or other things in a street that is maintainable at public expense.	53	53	0%	Each additional week or part thereof
Vehicle Access	Vehicle Access - Residential property verge and/or footway crossing. Authorisation of access and inspection of the works as required.	128	128	0%	
	Vehicle Access - Commercial premises verge and/or footway crossing. Authorisation of access and inspection of the works as required.	259	259	0%	
Private apparatus placed in the Highway	Single dwelling, non-commercial development and the like. New Connections, up to 100 metres	307	307	0%	
	Multiple dwellings, commercial development and the like. New Connections up to 100 metres	460	460	0%	
	Repair, renewal or replacement of existing where no previous licence exists up to 100 metres	255	255	0%	
	Repair, renewal or replacement of existing where licence already granted up to 100 metres	174	174	0%	
	New Connections, repair, renewal or replacement. Extra over for each additional 100 metres of excavation or part thereof	174	174	0%	

Excavations in Streets	Authorisation for temporary excavations in streets such as foundations of adjacent walls	256	256	0%	Initial consideration and first 2 weeks
	Authorisation for time extension for temporary excavations in streets such as foundations of adjacent walls, trial pits etc.	53	53	0%	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, cellars under streets	Quote	Quote	n/a	
	Consideration for construction or control of openings to cellars etc. under the street. (Includes checking of submitted structural calculations)	477	477	0%	
Road Closures/Traffic Regulation Order etc.	Temporary for works in the highway	989	989	0%	
	TTRO & TTRN amendments to existing orders and notices		315	0%	
	Temporary for single events on the highway	474	474	0%	First Event
	Temporary for repeat events on the highway within 6 months of last event.	340	340	0%	Repeat event (within 12 months)
	Traffic Regulation Order - Permanent	3,090	3,090	0%	
	Stopping up of Highways	3,090	3,090	0%	
Use of Council venue	Use of Council venue & associated services (Excluding Brecon Market Hall)	Specific quote	Specific quote	Specific quote	
	Use of Council owned or operated car park for event	Loss of average daily income plus £77.25 administration	Loss of average daily income plus £77.25 administration	0%	Charges calculated on full day basis only
Brecon Market	basic hire per day or part thereof (0800 to midnight)	258	258	0%	Price includes use of available trestles and table tops within Hall, the half stage which is semi-
	basic hire per day or part thereof (0800 to midnight)- Charities or Voluntary groups	206	206	0%	

Direcui Market
Hall

additional chairs, up to 900 maximum [per 100]	15	15	0%	
full stage	155	155	0%	
removal of furniture to allow maximum capacity	773	773	0%	
additional fee if Licenced bar to be operated	77	77	0%	
additional hours after midnight [per hour or part hour]	77	77	0%	

Cultivation of or planting within the Highway and maintenance thereafter.	191	191	0%	
Furniture placed on highway, street, walkway etc. - Authorisation to place furniture or similar	191	191	0%	
Tourist Signing - Consideration of a request for tourist signing. Excluding cost of sign(s) and installation.	118	118	0%	

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Battle Grids

Consideration of application to install in a highway, assessment of contribution from the Council and Report to Committee.	580	580	0%	
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.	No charge	No charge	n/a	
A4 print for residents in relation to their property.	No charge	No charge	n/a	
Opinion in relation to the extent of County classified and unclassified highways. Desk-top study max site length 0.5km (excludes rights of way).	90	200	123%	
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).	157	400	155%	

Opinion in relation to the extent of County classified and unclassified highways. Desk-top study and/or site visit site length over 0.5km (excludes rights of way).	Quote	Quote	n/a	
Supply of hard copy information e.g. road and traffic schemes information, report copies/extracts (incl. where distributed by email).	28	28	0%	Includes covering letter plus up to 5 no. A4 sheets. Additional sheets @ £0.45 each
Accident data - standard report	10	10	0%	Per collision
Traffic data - (existing) each individual type of report	69	69	0%	Per site per report type
Traffic data - Location plan (each plan max A3 size)	39	39	0%	For collision or survey locations
Traffic surveys - ATC including analysis & provision of data per site	453	453	0%	Excludes traffic management which will be quoted individually under "Works"
Traffic surveys - ATC - each additional site within 5km radius	216	216	0%	Excludes traffic management which will be quoted individually under "Works"
Publication - Technical Specification for Industrial and Residential Infrastructure	55	55	0%	
Publication - Design Guide for Industrial and Residential Infrastructure	39	39	0%	
Development Advice	78	78	0%	Per hour (minimum 1 hour)
Section 38 Agreement - Vetting fee for review of proposals outside agreement.	973	973	0%	
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	

Highway information

APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width up to 5.5 metres.	863	863	0%	
APC's and Section 38 Agreement Unit rate per linear metre for carriageway - width over 5.5 metres up to 7.3 metres.	1,007	1,007	0%	
Site inspection - Over and above that covered by the agreement.	163	163	0%	
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	1,799	1,799	0%	
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	
Suspension of On-Street parking		£330		
Temporary parking dispensation in exceptional circumstances		£15		Per vehicle per day. Maximum of 2 vehicles and limited to 5 days.
Traffic signal switch off/on to allow temporary traffic management		£420		Covers initial application

Signals and Parking	Traffic signal switch off/on to allow temporary traffic management - additional visits		£210		Per each additional visit
	H-Bar marking on the carriageway		£100		
	Advisory Disabled bay		Free		
	Provision of Design and Manufacture of Tourism signs		Quote		

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Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
Renewals:	Landlord Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	£25K per unit recovered over 5 years)	£25K per unit recovered over 5 years)	0%
	CO2I Loans	per measure recovered over 5 years)	£5K per measure recovered over 5 years)	£5K per measure recovered over 5 years)	0%
	WG Houses into Homes Loans (For	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 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)	up to 15% of loan value (up to £5K per measure recovered over 5 years)	0%
	WG Town Centre Loans	up to 15% of loan value (up to £25K per unit recovered over 5 years)	£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 Assi	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 - 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.	up to 15% of approved works - e.g. to support delivery of W.G. Loan Capital), otherwise limited to a maximum of £1k per building for voided applications, or Housing Standards Enforcement Guidance.	0%
Enforcement:	HMO Licensing	£750 per property	£750 per property		0%

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REGISTRATIONS

Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
Approved premises	License (for a 3 year period)	£750	£900	£927	3%	
Marriage/Civil Partnership at Licensed Premises and other Ceremonies Fee:	Monday-Thursday	£265	£315	£332	5%	
	Friday		£330	£347	5%	
	Saturday	£315	£380	£398	5%	
	Sunday/Bank Hols	£335	£450	£470	4%	
	Attendance at a Registered Building (e.g.: Chapel)	£86	£86	£90	5%	set by law
Civil Naming Ceremony Fees and Re-Affirmation of Vows/Commitment Ceremonies:	Mon - Fri	160	£165	£170	3%	
	Saturday	180	£185	£191	3%	
	Sunday/Bank Hols	200	£205	£212	3%	
	Non-refundable booking fee	20	£20	£21	5%	
Issuing a standard or short certificate of birth, death or marriage (and for statutory purposes):	at time of registration	£4	£4	£11	175%	statutory fee
	after initial registration	£7	£7	£11	57%	statutory fee
	after the Register has been closed	£10	£10	£11	10%	statutory fee
	Family History - historic birth, death and marriage	£10.00 plus £1.00 admin fee	£10.00 plus £1.00 admin fee	£11 plus £2 admin fee	18%	statutory fee
Attending a marriage	at the register office - Mon - Friday	£46	£46 - £200	£57-£217	24% and 8.5%	
	at the register office - Saturday		£165 - £315	£181-£336	10% and 7%	
Civil Partnerships	for a certified copy issued by a registration authority: At the time of registration	£4.00	£4	£11	175%	statutory fee
	for a certified copy issued by a registration authority: After the time of registration	£10.00	£10	£11	10%	statutory fee
	for a certified extract issued by a registration authority: At the time of registration	£4.00	£4	£11	175%	statutory fee
	for a certified extract issued by a registration authority: After the time of registration	£10.00	£10	£11	10%	statutory fee
	Notices - Attestation by an authorised person of the necessary declaration	£35.00	£35	£35	0%	statutory fee
Issuing a certificate	Special delivery 9.00am	£28.00	£28	£28	0%	awaiting guidance from GRO
	Next day delivery	£20.00	£20	£20	0%	awaiting guidance from GRO
	Recorded delivery	£15.00	£15	£15	0%	awaiting guidance from GRO
	Statutory priority certificate fee for 24-hour service			£35		statutory fee
Misc	Non refundable, non deductible booking fee for civil ceremonies	£20.00	£20	£21	5%	
Decommissioned rooms	Mon - Fri		£90	£93	3%	
	Saturday		£200	£206	3%	

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Category	Service	2017/18	2018/19	2019/20	% 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
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	£13.00	£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%
	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%
Individual CON29R	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%
Question Fees - Available to Local Land Charge Office	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%

subject to the following fees:	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%	

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Category	SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
Home to School Transport	Vacant Seat charge, pre 16 per term	£140.00	£150.00	£160.00	7%
	Vacant Seat charge, post 16 per term	£160.00	£175.00	£185.00	6%
School Houses Rent per Year (Peppercorn?)	Llangattock	£25.00	£25.75	£26.78	4%
	Talgarth	£180.00	£185.40	£192.82	4%
	Arddleen	£10.00	£10.30	£10.71	4%
	Buttington/Trewern	£30.00	£30.90	£32.14	4%
	Carno	£250.00	£257.50	£267.80	4%
	Dolfor	£50.00	£51.50	£53.56	4%
	Forden	£1.00	£1.03	£1.07	4%
	Gungrog	£1.00	£1.03	£1.07	4%
	Llandysilio	£5.00	£5.15	£5.36	4%
	Brynlywarch Hall	£100.00	£103.00	£107.12	4%
School Houses Rent per month	Llangorse	£485.00	£499.55	£519.53	4%
	Llandinam	Vacant	Vacant	Vacant	n/a
	Meifod	£277.00	£285.31	£296.72	4%
	Rhayader	£144.00	£148.32	£154.25	4%
	Llanidloes High	£0.00	Vacant	Vacant	n/a
	Llandrindod Wells	£0.00	Vacant	Vacant	n/a

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Category	ITEM/SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge	Comments
Miscellaneous Items	Home Care (domiciliary care) (per hour)	£20.50 up to max of £70pw, 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 charges for
	Attendance at a Older Day Centre (per day)/Day and Employment Centre	£15 per day	£15 per day up to max of £70pw, as set by WG	£15 per day up to max of £70pw, as set by WG	0%	
	Attendance at Learning Disabilities services in the community (per day)	£15 per hour up to max of £70pw, 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%	
	Transport to Older Day Centre	Free as directed by WG	Free as directed by WG	Free as directed by WG	0%	Services will be increased in line with Welsh Government
	24 hour Support (supported tenancy) (per week)	£70 per week - max of £70 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%	
	Shared Lives scheme (per night - to a maximum of £70 per week)	£28.85 up to max of £70pw, 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%	
	Shared Lives (short terms/respite placements)	£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	£9.00 per night up to max of £70 pw as set by WG	0%	
Package of care i.e. a range of services - maximum	Up to a max of £70.00 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%		

	Respite i.e. a stay not exceeding 8 weeks	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	Up to a maximum of £70pw per single episode of care, as set by WG	0%	Guidelines when known
	Direct Payment Scheme - service provision	£20.50 up to max of £70pw, 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%	
Housing Related Support:	Level 1: Community alarm only (per week)	2.00	2.00	2.00	0%	
	Level 2: Warden Service 9.00am - 5.00pm Mon - Fri (per week)	9.90	9.90	9.90	0%	
	Level 3: Warden Service, including 24 hour emergency call-out (per week)	60.00	60.00	60.00	0%	
	Level 4: Individual room, live-in housekeeper and meals (per week)	60.00	60.00	60.00	0%	
Meals	Meals at the day centre (per meal)	7.50	7.50	7.50	0%	
Appointee & Deputyship	Protection of property (per month)	35.00	35.00	35.00	0%	
	Storage of paperwork (per month)	25.00	25.00	25.00	0%	
	Storage of belongings (per month)	55.00	55.00	55.00	0%	
	Winding up fee	350.00	350.00	350.00	0%	
	Delay in responsibility (Deceased asset in administration) (per month)	25.00	25.00	25.00	0%	
	Treasury Solicitor for Deceased (per referral)	350.00	350.00	350.00	0%	
	NOTES					

	<i>Social Care Charges (Wales), introduced in April 2011, consulted 2013/14 and have now increased maximum charge level to £70pw for non-residential Social Care charges</i>					
	<i>Residential/Nursing charges governed by CRAG</i>					

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Category	ITEM/SERVICE	2017/18	2018/19	2019/20	% increase /decrease from previous charge
Careline	Careline	47.01	48.42	49.58	2.4%

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Capital Strategy

2019 – 2024



Capital Strategy Contents

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Introduction

The updated Prudential Code and Treasury Management Code of Practice, issued in December 2017, set out new requirements in relation to the setting of a Capital Strategy. Detailed guidance on these new Codes were issued in August and September 2018. Additionally, new statutory guidance was issued by the Ministry of Housing, Communities and Local Government (MHCLG) in March 2018 outlining new requirements for the Capital Strategy. Welsh Government has indicated that they will be seeking to adopt this guidance in 2019 and Welsh Authorities should take account of the requirements.

This places a responsibility on senior finance officers to report the capital strategy to Full Council and specifically report on the associated risks on prudence, sustainability and affordability.

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 defined within the Council's Medium Term Financial Strategy and the impact of these necessitate the delivery of transformational efficiencies and a more effective use of resources. This involves developing a culture of innovation and co-operation not only across the council but with our partners. 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.

The new requirements ask local authorities to consider the longer term as well as the short and medium term. The benefits of longer term strategic financial planning include:

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

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 Medium Term Financial Strategy (MTFS) and will provide the framework for ensuring the effective and affordable management of assets.

Key Aims of the Capital Strategy

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

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 based on the business case and only those of significant priority are included in the overall project plan.
- With Capital and Revenue resources under pressure we will seek innovative and creative solutions to procuring capital assets.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

The Capital Strategy and Capital Programme are “living” documents that will be reviewed at least annually and more frequently if events merit an interim update. Updates will be brought back to Council for approval.

Asset Management Planning

The Strategic Asset Management Plan (StAMP) 2017-2020 has the overriding objective to make sure that the Council's property portfolio is efficiently used, fit for purpose and is

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sustainable for the future whilst (where appropriate) producing the best possible return for the citizens of Powys. The key elements are:

- Seeking opportunities for the rationalisation of properties and co-location
- Increasing revenue from the commercial property portfolios
- Maintaining the long term viability of the Farms Estate, which we recognise as a key asset for the Council in both financial and environmental terms
- Acquiring and/or developing new fit for purpose property where all other avenues have been exhausted within our existing stock
- A clearer rationale for deciding which assets may be suitable for Community Asset Transfers so that assets can be retained where there is a compelling strategic reason to do so
- A process for dealing with minor disposals which often detract from more strategic work

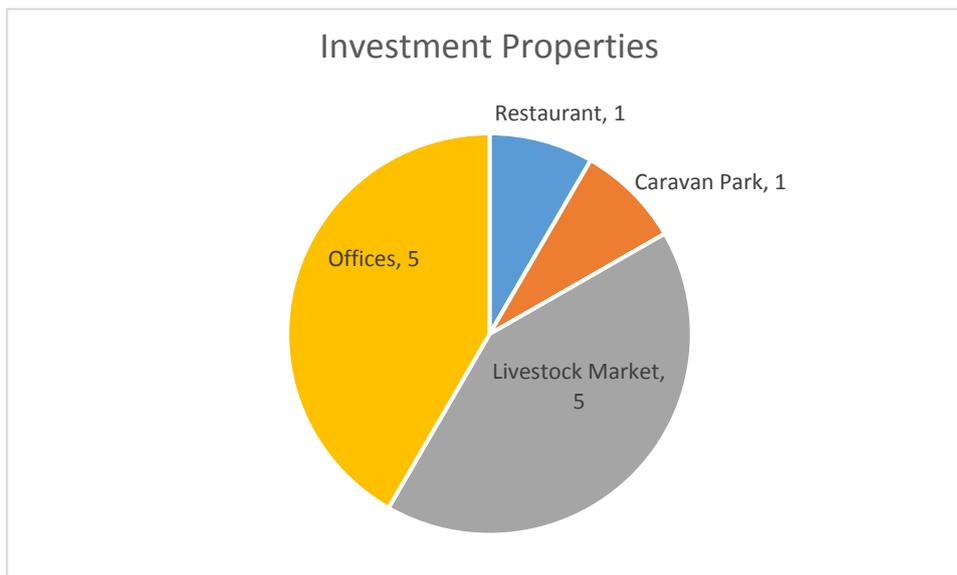
Commercial Investment Strategy

The main commercial activities that the authority has undertaken are:

- Investment properties held either to generate a rental income or for capital appreciation.
- Heart of Wales Property Services - Joint Venture with Keir

Commercial Properties

The Council has 12 properties of these 5 are Livestock markets and 5 Offices.



The council has budgeted to receive £239.8k of rental income for these properties in 2019/20, which is 0.1% of the Council's net cost of service. Where income falls or is projected to fall, below these levels, the shortfall will be managed within the overall Council budget, either by making reductions in expenditure, or supported by underspends or

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virements from other budget areas. This is addressed as part of the risk management approach detailed on page 22.

The council will consider investing further in commercial property to see economic and community improvement and/or regeneration within the county and for investment purposes.

The Council's objective for investing in commercial property are to:

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

When considering such investments the council will take the following into consideration

- Affordability,
- Future capital investment requirements
- Covenant Strength of any pre-let tenants
- Income generation
- Yield
- Employment provision
- Economic support
- Voids
- Management costs
- Arrears

The risks of this type of investment include; potential vacant periods, decline in market rents, non-payment by tenants or users etc. these should be evaluated as part of the business case by including a factor for bad debt or vacancy periods, and risks relating to the project should be carefully considered and fully disclosed to decision makers. Where there is a pre-let tenant for a project, their covenant strength will be considered as part of the project proposal.

Heart of Wales Property Services

The Heart of Wales Property Services Ltd (HoWPS) is a 50:50 Joint Venture Company between Powys County Council (the "Council") and Kier Facilities Services Limited (Kier), which delivers responsive maintenance services to council homes, corporate properties (including schools) and building design services.

The JV covers:

- responsive buildings repair and maintenance contracting to housing, public and commercial buildings, including housing void works. The Estate comprises approximately 5,400 homes and 630 corporate properties
- statutory and regulatory testing to assets for the same estate, this includes asbestos management

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Consultancy Services:

- A Design and Build contractor service (Individual works order value £10k to £1.5m);
- Consultancy services to deliver the Council's major capital investment programme in new buildings (construction contract value over £1.5m). The Council has a combined capital works pipeline estimated at around £19m, a significant proportion of which supports the Welsh Government's 21st Century Schools Programme.

Objectives of the Joint Venture

The Joint Venture Company objectives are to:

- Create and maintain a successful long-term partnership spanning at least 10 years;
- Through a Customer Charter and Performance Management Policy provide measurable excellent customer service with a high level of service user engagement with a focus that supports diversity and customers with differing needs;
- Drive efficiencies and continuous improvement across all service areas. These service areas are principally Corporate Property, Housing Maintenance and Consultancy. Savings will be aligned to the Council's annual budget reductions;
- Develop a trusted brand that will encourage and underpin growth in these service areas with a diversified customer base;
- Maintain a safe and accident free working environment for all employees, subcontractors and suppliers.
- Support the local economy and communities by employing local people, contractors and suppliers with a focus on equalities and diversity
- Develop the local workforce through apprenticeships, education and training programmes and creating employment opportunities in the wider Kier Group
- Grow the business supported by the provision of expertise from Kier, the Council and their respective networks

Investing in a joint venture arrangement comes with its own risks for consideration, including

- The Council needs or wants to do things differently,
- The Council and HoWPS have a fundamental disagreement,
- HoWPS fails,
- The arrangements are terminated,
- HoWPS does not perform as expected (including management of health and safety)
- Circumstances (including the law) change the costs of providing the services.
- Conflicts of interest might arise between the Council and company
- Unexpected call on the council for capital to purchase the company or assets on termination.

Mitigating the risks of Commercial Activity – Due Diligence

Due diligence begins at the point a project starts to be considered and continues throughout the processes of approval, implementation and operation.

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Commercial Property Due Diligence – Operational Portfolio

Before a lease is awarded, a due diligence exercise is carried out in relation to the prospective tenant's capability for meeting their commitment under the lease.

Once the risk assessment has been completed, there are three options for proceeding

- Grant the lease and require a deposit that appropriately reflects the level of risk associated with the tenancy
- Grant the lease with an Authorised Guarantee Agreement (AGA) where another body acts as guarantor for the lease commitments
- Refuse the tenancy

Once the lease has been granted the rental income is monitored and managed within the council's sundry debtor processes. If necessary, the council will take appropriate action to terminate the tenancy in line with the tenancy agreement or lease.

Commercial Activity Due Diligence – New Projects

Due diligence on new projects begins at inception by identifying the nature of the project and associated risks. A feasibility process is carried out to clarify whether it is deliverable, the potential costs (capital and revenue), and to assess the risks and the benefits it is intended to achieve (including whether it will be a deliverable return).

Next a viability assessment will be carried out, including a sensitivity analysis. This helps to ensure that the evaluation of the expected benefits are robust and to identify the most effective method of project delivery that mitigates risk.

If a new project involves a property acquisition, rather than a new build, a detailed assessment of the building fabric and utilities will be undertaken. In addition a detailed review of any in situ tenants and their lease terms will be undertaken to identify anything that could pose a potential risk to the Council.

Legal advice will be taken throughout all new projects, whether new build or acquisition. Where necessary independent professional advice will be obtained from relevant specialists, which may include tax advisers, financial advisers, etc.

Commercial Activity Due Diligence – Disposals

External advice may be taken to determine the best method to dispose of such assets and the council is mindful of its value for money responsibilities and its duties under s.123 of the 1972 Local Government Act and provisions under other powers to dispose of assets.

Commercial Activity Approval and Scrutiny

All new commercial projects, whether property or service based, requires cabinet approval based on a report setting out the proposals and associated risks and considerations.

Commercial activity will be reported to and scrutinized through the Council's Scrutiny Committee structure.

Commercial property income is approved annually in line with the Council's income policy and budget setting process. The levels of income will be monitored and reported through the Council's revenue budget monitoring process.

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Council Vision

Vision, Values and Principles

A renewed statement of vision, values and operating principles has been developed, which provides a checklist for the Council and key partners to use as a means of evaluating the effectiveness of 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:

- **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 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 on people's lives in Powys in the future. The Act identifies the following five sustainable development principles:

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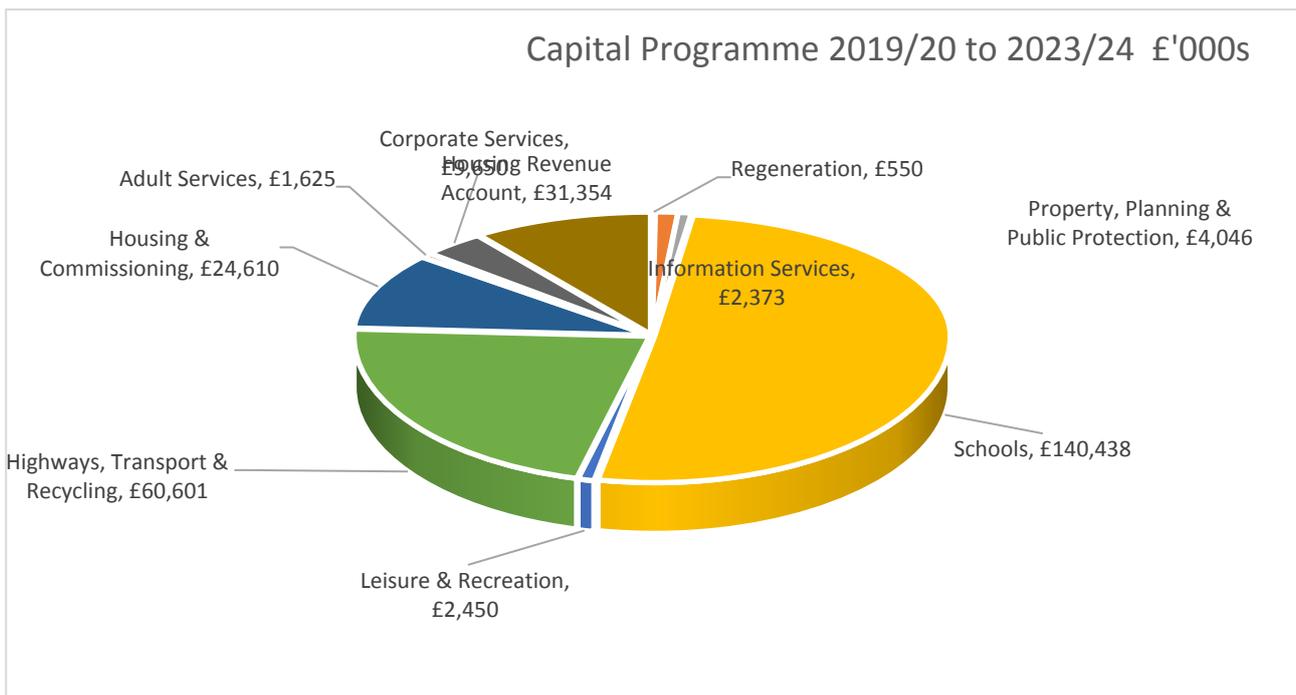
- **Long-term** - Balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- **Prevention** - Putting resources into preventing problems occurring or getting worse.
- **Integration (cross-cutting)** - Considering how our priorities may impact upon one another, on 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, or reduce the revenue costs of running and maintaining the assets.

The current capital programme and new capital schemes approved for 2019/20 onwards total £275,697k and is summarised by year and service below:



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Capital Programme

Appendix A sets out the capital schemes that will be funded over the next five years.

Residents and the Community - We will support our residents and communities

Housing

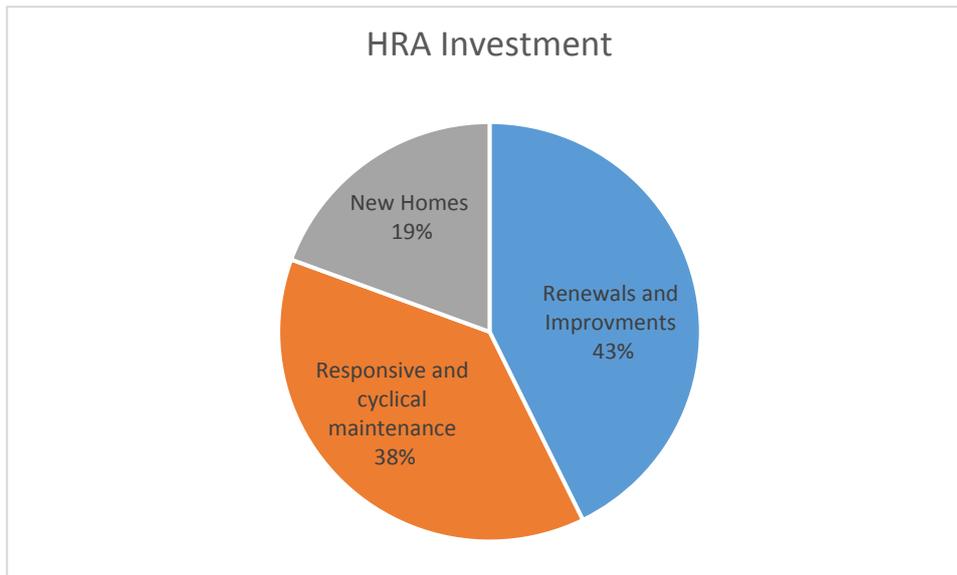
The Council is the largest social landlord in Powys and has more financial freedoms available since exiting the Housing Revenue Account (HRA) subsidy regime. The Council achieved Welsh Housing Quality Standard (WHQS) at the end of December 2018 but this doesn't mark the end of our investment programme in our housing stock. The HRA capital programme will develop new council homes; ensure we maintain the WHQS; increase thermal efficiency; address problems of dampness; improve the fabric of our estates; and improve the quality of older persons' accommodation, to enable vulnerable older people to remain living independently for longer.

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, 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:

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The HRA investment programme represents a significant 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 within the appropriate procurement requirements.

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 Builtth 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. Powys County Council (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 refurbishment scheme to address issues in a recent condition survey.

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

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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 aims to deliver safe access to employment, local services and facilities by;

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

Waste Strategy

Powys County Council faces stringent Welsh Government (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 recyclate, reduce gate fees and maximise any potential income. To 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 facilities in the south, mid and north of the county. 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 (HWRCs) make a considerable contribution to achieving recycling targets as 24% of municipal waste is handled through these facilities. The benefits of ownership and control the asset is essential in order to maximize 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 allows flexibility to adapt to any changing requirements within the industry and Government policy and legislation. Some of these schemes will

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deliver efficiency savings in future years, whilst others ensure health and safety issues are minimised.

Health and Care – We will lead the way in effective, integrated rural 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.

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

Learning and Skills – We will strengthen learning and skills

Schools

Key Purpose

The Council's key purpose is to enable the children and young people of Powys to become:

- Safe, healthy, confident and resilient individuals;
- 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.

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Aims

To achieve this Key Purpose, the Council aspires to ensure that Powys has the right number of schools in the right place, and in the right condition, for the current and future pupil population.

The Council aims to have an educational model which fulfils the following:

- Provides all learners with the opportunity to achieve their potential
- Has high quality, resilient leadership and management
- Has high quality learning environments, with the long term aim that all schools will be assessed as condition A or B, the Royal Institute of Chartered Surveyors grading for the buildings condition in terms of its dilapidation and deterioration
- 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 operate effectively and efficiently within the funding available
- 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
- Has a high quality ICT infrastructure that will enable all schools to provide enhanced opportunities for learners
- Provides access to high quality early years provision
- Provides support for learners with additional learning needs which aligns with the requirements of the new Additional Learning Needs and Education Tribunal (Wales) Act
- Provides access to high quality post-16 provision in schools, which is attractive to learners, financially sustainable and minimises learner travel

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 develop schools according to agreed strategic policy.

Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

The 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 65% capital intervention rate for

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mainstream schools, 75% for special schools and it also offers a new and innovative funding route where the intervention rate is 85% the Mutual Investment Model. The Council will develop its strategies to ensure maximisation of the potential investment opportunities that may be available via WG funding.

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 - 2018) jointly funded with WG
- Delivering the Band B Programme (2019 – 2024) via WG 21st Century Schools Programme Band B (2019) which is jointly funded with WG; 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 – We will develop a vibrant economy

The vision is to ensure that the property and land assets are efficient, sustainable and in the right locations to support the delivery of services and the achievement of key priorities. To facilitate this a proactive and consistent approach is adopted, in terms of the planning and delivery of sound property management throughout the life cycle of the portfolio. To maximise efficiencies and opportunities from our estate, the property team are developing the potential of moving to a Corporate Landlord model whereby all properties will be managed centrally.

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 adopts a more dynamic approach to supporting organisational transformation. 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 Asset Board and the StAMP (Strategic Asset Management Plan) are the mechanisms in place to help deliver these changes and greater powers may need to be delegated to the Strategic Asset Board in order to respond as effectively as possible to demands/ changes.

The MTFS forecasts a gap between funding levels and resource requirements over the medium term and therefore enables specific actions to be identified to balance the budget and manage resources. An escalated disposals programme has been developed to help bridge this gap. Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. Savings may be generated from reduced running costs or schemes that generate income but revenue costs may be incurred to service any borrowing associated with the scheme. The Council's overarching budget strategy brings together the Revenue and Capital budgets alongside the policy on Reserves to link 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.

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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 in order to keep and attract business to the County. The Abermule scheme is one such scheme that sees the Authority creating a business park on a former WG site which otherwise would not have been developed in the short to medium term.

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

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

There have been a number of successes already and we will continue 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 must 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 also contribute to balancing the MTFs. The Council aims to establish environmental development which maximises social and economic benefits as follows:

- The Council will minimise and make efficient use of energy and fuel in all its activities. For example recent works to change interior lighting in County Hall should see savings of approximately £20,000 pa. The Council will reduce its energy consumption and therefore costs by monitoring and reducing energy consumption through the creation of energy saving schemes through the RE: FIT programme and where it makes economic sense introduce low carbon technologies to reduce the carbon emissions of the Council's corporate building estate.
- Continue to rationalise assets held by constantly challenging the retention of assets. We will target underperforming assets and those where service delivery can be maintained by sharing and/or using remaining assets more efficiently. We will also eliminate any duplication in the function of our assets. To deliver this the Strategic Asset Board is reviewing assets on a "place" basis to deliver future revenue savings.

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- We are currently reviewing our Corporate Office Accommodation to ensure that our offices are located in the most appropriate location and are modern, flexible and energy efficient. The North Office review has now been completed and is now in implementation phase. We will then undertake a review of our South Office accommodation. We are already working with our partners (Powys Teaching Health Board, Dyfed Powys Police and Welsh Government) to identify co:location opportunities . There will also be a review of our depots linked to the new Fleet Facility which is an opportunity to co-locate with a partner.
- Continue to modernise the way the Council operates and develop agile working throughout the offices. Teams will be expected to work in new ways that will mean ICT investment will be key to delivering efficient office accommodation

County Farms

The County Farm Estate offers support to the largest industry in Wales – agriculture - and when farms become vacant provides young entrants with the opportunity to establish their farm businesses on starter farms, with the prospect of progression to larger farms either within the portfolio, or in the private sector. It is essential that the Council manages its agricultural estate prudently, efficiently, and professionally. Effective management of County Farms estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers, and maintain an income stream.

A condition survey carried out in 2015 identified approximately £4.5m of works classified as 'urgent' required within two years. To date £1m has already been used to address the health and safety risks due to asbestos, electrical issues and septic tanks. There is a further allocation of £500k in the programme for 2019/20. The financial demands of the Estate need to be evaluated against the competing demands across the council whilst noting the estate produces a surplus of approximately £700k per annum and has made a considerable contribution in capital receipts amounting to approximately £16m.

Making it Happen

Information Technology

The joint Information Technology Strategy with Powys teaching Health Board underpins ICT investment decisions. Its focus remains on developing Information Technology (IT) in Powys to support the delivery of Corporate and Service objectives and priorities, enabling change and driving forward improvement.

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

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

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corporate systems and improved integration between systems notably the WEB and Intranet.

Capitalisation Direction and Transformation

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

Capital receipts, less the administrative costs to sell the asset, will be used to fund the cost of the transformation projects for the next three years. A capital receipts policy has been developed to support this approach together with a schedule of the anticipated receipts and their application over the period of the directive. The policy which is attached as Appendix C forms a key element of the Medium Term Financial Strategy.

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 B.



Restrictions around borrowing etc

Powys has a Housing Revenue Account (HRA) this means that any capital receipts received from the sale of its housing assets are retained by the HRA. Any land swaps between the Council Fund and HRA can result in capital receipts for both the HRA and Council Fund. In addition, any borrowing undertaken on behalf of the HRA is financed by the HRA.

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, capital receipts or other contributions. 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.

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The Council is currently maintaining an under borrowed position. This does not indicate the Council should take out further borrowing but 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 Powys well over the last few years and meant that the Treasury Management function has made a considerable contribution to the overall financial position. However, this is under constant review because the Council now has an emerging borrowing requirement. This constant review is 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 what is termed as a cost of carry to any new long-term borrowing. This will see a temporary increase in cash balances due to the difference between borrowing costs and investment returns.

Current forecasts show gradual interest rate rises over the next year. This will be taken into account when considering borrowing options.

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.

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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.

Risk Management

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

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

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

Risk Appetite

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

The Council is willing to accept and manage the risks outlined in the Corporate Risk Table below in respect of commercial property, provided that the business case and risk

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assessments for the project put the level of risks within acceptable and manageable margins. However, it will not knowingly enter into a commercial lease agreement with an unsuitable tenant.

In addition, the lease terms used for the commercial property include clauses that enable the Council to take action where it has inadvertently entered into a lease agreement with an unsuitable tenant.

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

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

The red risks are of the greatest priority and require immediate attention. Amber risks should be reviewed and moderate risk mitigation action may be required. Green risks are likely to require no further action and should be monitored at 3-monthly intervals, in case the situation changes.

Likelihood	A	Very High	G	A	R	R
	B	High	G	A	R	R
	C	Significant	G	A	R	R
	D	Low	G	A	A	R
	E	Very Low	G	G	G	A
	F	Almost Impossible	G	G	G	G
			Negligible	Marginal	Critical	Catastrophic
		4	3	2	1	
		Impact				

Commercial Property Risks Table

The key risks inherent in the Council's commercial property investments include:

Category	Description of Risk	Potential Impact
Financial	Downturn in either specific areas of the property market or the wider commercial property market.	May result in a decline in rents and/or an increase in vacant properties impacting adversely on the Council's income.
Financial	Loss of one or more material tenants resulting in vacant properties and/or bad players.	May adversely impact on rental income.
Strategic	Government intervention, e.g. setting limits on the commercialisation strategies available to local authorities.	May limit resources through restricting potential funding streams.

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Reputational (Risk D)	Unsuitable tenants, for example tenants using premises let by the Council for illegal or undesirable purposes.	May reflect badly on the Council's reputation.
Financial	Over-reliance on commercial income streams to fund core services.	May result in increased financial pressures should one of the income streams fail.
Financial	Ability to fund costs associated with maintaining investment returns (i.e. income streams), for example ensuring that the investment stock suitably reflects market demands.	May undermine investments resulting in increased financial pressures.
Reputational/ Financial	Liquidity and Inflation risks-when the Council invests in commercial property the 'cash' it invests loses its liquidity. If the Council does decide to sell investment property, there is a risk that the market value of the property is lower in real terms than the amount invested.	May result in reputational damage to the Council and increased financial pressures.
Financial	If there are issues with income for an investment property that has been funded by borrowing there is a risk that the costs of borrowing will not be covered by the income from that property.	May result in increased financial pressures.

Capital Programme Risks

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

Category	Description of Risk	Potential Impact
Financial	The longer a project takes to come to fruition, the greater the risk that the financial cost of the project will have increased, both due to the additional staff time spent on the project and the inflationary impact on the costs involved in bringing the asset into operation.	May result in financial pressures on the other projects/ programmes and service delivery.
Financial	There is a degree of correlation between the length of time a project spends in the feasibility and development stage and an increased risk of project failure or abandonment. Should a project fail for any reason, the regulations require all capital costs to be returned to revenue, which may create significant pressures,	May result in additional revenue pressures on delivery/services.

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	depending on the level of spend at that point.	
Financial	Project expenditure is higher than forecast estimates	May result in increased financial pressures/ limitations on future investment options.
Financial	Once a project has been delivered successfully the cash expended is then bound in the asset. In the case of the assets that are for service delivery and do not generate a rental income stream, the money invested in the asset is only recovered if and when the asset is sold at a future date. This carries inherent financial risks in that the asset may have decreased in value, depending on market conditions, or may not have increased in value sufficiently to mitigate the effects of inflation.	May result in increased financial pressures/ limitations on future investment options.
Financial	The current capital programme is heavily reliant on future capital receipts. Should there be any issues in securing these within the planned timescales, it may be necessary for the Council to review the expenditure in the capital programme or undertaking borrowing, which would come at a revenue cost.	May result in additional revenue pressures on delivery/services.

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 a full business case which will include schemes funded by grants or contributions from 3rd parties. The business cases will be based on the Welsh Government's Better Business Case templates. Large schemes that are programmes in their own right are subject to gateway reviews at stages during the programme, for example: 21st century schools. These gateways are being introduced for all new capital projects.

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. In order to ensure decisions are linked to revenue consequences this is 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

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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). Cabinet receives monthly reports 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

It is important the Capital Programme has some flexibility to deal with emerging issues requiring funding and therefore some 'headroom' is built in to allow smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes can arise in year where an opportunity arises from (say) grants that require an element of match funding or unforeseen events such as regulatory works.

Knowledge and Skills

The Technical Section of the Finance Department has experienced Capital and Treasury Management Teams. All Councils are supported by an external advisor to provide technical advice and assurance about key activities. Powys uses Link Asset Services that is part of Link Group's Asset Services division and works in partnership internationally with almost 7,000 clients including asset managers and investors, business managers, asset owners, trustees, issuers and borrowers. They provide the infrastructure through which assets are secured or deployed in both regulated and unregulated markets. Link's support is as follows:

- They support their clients through their set up and operating challenges, helping them to avoid pitfalls and to achieve superior levels of performance:
- Their innovative financial and administrative services span the whole asset lifecycle in both the primary and secondary markets
- Their well invested administration and payment platform delivers end-to-end solutions for their clients
- They maintain close collaborative links with industry bodies, intermediaries, market utilities and other key market players
- Their interactions and partnerships with stakeholders across the entire financial ecosystem, give them a unique 360 degree perspective.
- Their operating model ensures they remain agile and innovative allowing them to respond to and evolve with the fast changing financial services market place and the challenges it brings.

CAPITAL PROGRAMME 2019/20 to 2023/24

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<u>Schools</u>						
Brecon High School	6,928	0	0	0	0	6,928
Welshpool CinW School	3,589	0	0	0	0	3,589
Gwernyfed High School	5,136	1,800	0	0	0	6,936
Ysgol Calon Cymru	5,948	0	0	0	0	5,948
Band B	21,217	16,489	20,737	25,483	27,111	111,037
Major Improvements	2,000	1,000	1,000	1,000	1,000	6,000
	44,818	19,289	21,737	26,483	28,111	140,438
<u>Highways, Transport & Recycling</u>						
Highways Core Allocation	1,500	1,500	1,500	1,500	1,500	7,500
Recycling Bulking Facility North Powys	3,023	0	0	0	0	3,023
Structural Maintenance	1,120	1,500	1,500	1,500	1,500	7,120
HAMP	3,950	3,950	3,950	3,950	3,950	19,750
Bridge Renewal/Strengthening	500	500	500	500	500	2,500
Strategic Salt Reserve	800	0	800	0	0	1,600
Relocation to Cwt y Plyffin	870	0	0	0	0	870
Street Lighting	100	250	250	250	250	1,100
HWRC Brecon	500	0	0	0	0	500
HWRC Welshpool	0	1,000	0	0	0	1,000
Fleet Facility	0	0	2,500	0	0	2,500
Vehicle Telematics/Technology	200	0	0	0	0	200
Previous Years Capitalisation	466	0	0	0	0	466
Recycling of Highways Arising	0	0	950	0	0	950
Vehicle Replacement Programme	2,122	4,272	2,628	2,500	0	11,522
	15,151	12,972	14,578	10,200	7,700	60,601
<u>Regeneration</u>						
Targeted Regeneration Investment Programme (TRIP)	250	300	0	0	0	550
<u>Property, Planning & Public Protection</u>						
County Farms Estate	600	100	100	100	100	1,000
Targeted Regeneration Investment Programme (TRIP)	250	300	0	0	0	550
County Hall Works	175	0	0	0	0	100
North Area Review	250	0	0	0	0	250
County Hall Swipe Access	100	0	0	0	0	100
Ladywell House	330	0	0	0	0	330
Park Office Roof	191	0	0	0	0	191
Abermule Business Park Units	400	400	400	400	400	2,000
	2,296	800	500	500	500	4,596
<u>Leisure & Recreation</u>						
Byway Network	187	0	0	0	0	187
Refurbishment of Sports Centres	495	465	374	364	302	2,000

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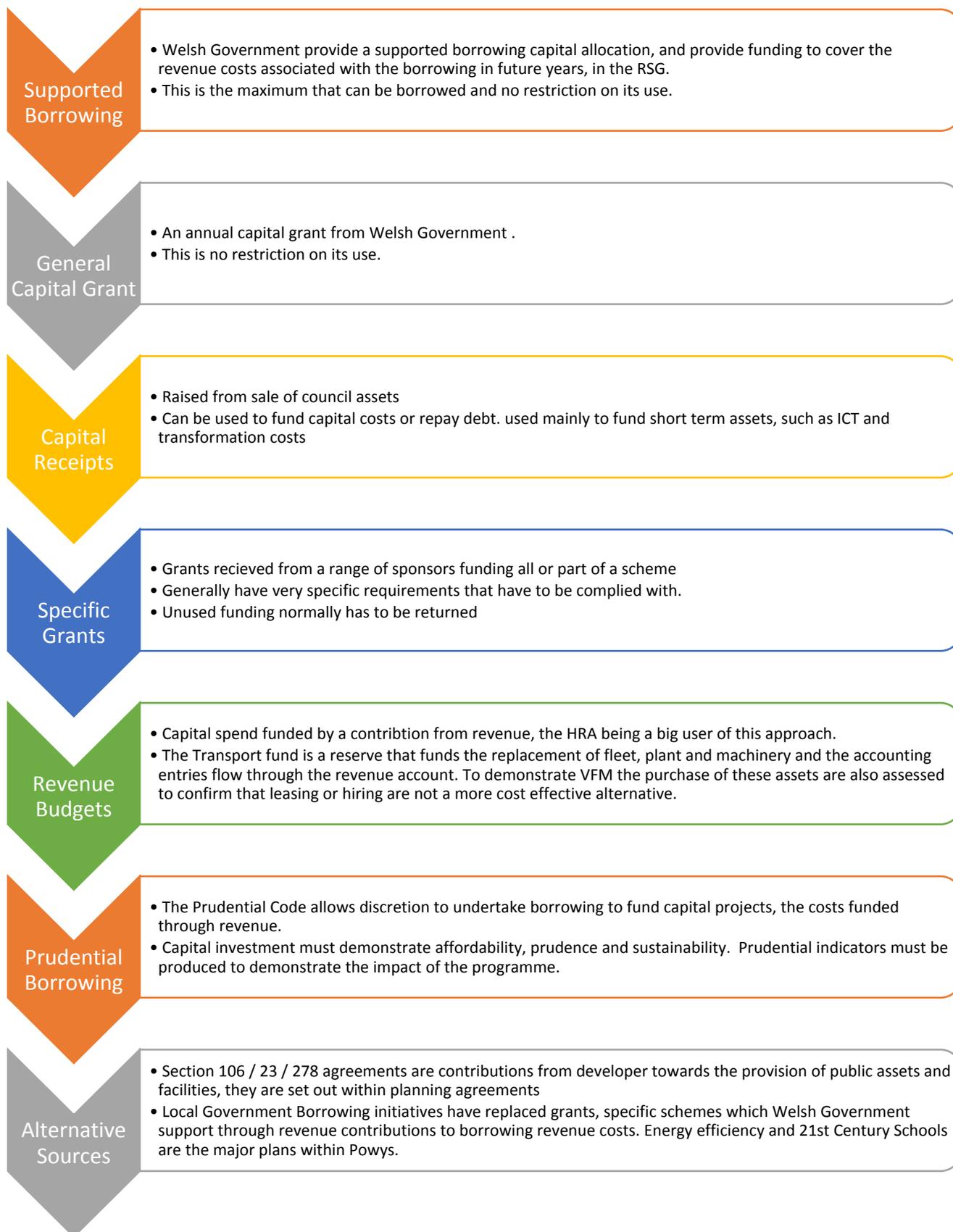
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Footbridges - Replacement Programme	15	15	15	15	15	75
Monks Trod Byway	188	0	0	0	0	188
	885	480	389	379	317	2,450
<u>Housing & Commissioning</u>						
Disabled Facilities Grant	1,300	1,300	1,300	1,300	1,300	6,500
Safe, Warm and Secure	200	200	200	200	200	1,000
Gypsy & Traveller Site - Machynlleth	870	0	0	0	0	870
CO2i Assistance	48	48	48	48	48	240
Loans to RSL	5,000	5,000	5,000	0	0	15,000
Landlord Loans	200	200	200	200	200	1,000
	7,618	6,748	6,748	1,748	1,748	24,610
<u>Information Services</u>						
Refresh Programme	350	350	350	350	350	1,750
ICT Enterprise Monitoring	100	0	0	0	0	100
ICT Infrastructure and Cyber Security	173	0	0	0	0	173
ICT System Rationalisation	350	0	0	0	0	350
	973	350	350	350	350	2,373
<u>Adult Services</u>						
PCC Care Homes (BUPA) -	90	446	288	0	0	825
Community Equipment e.g. profile beds	100	100	100	0	0	300
Telecare	100	0	0	0	0	100
Innovative use of robotics e.g. Pepper	0	200	200	0	0	400
	290	746	588	0	0	1,625
Local (small) Capital Schemes	500	500	500	500	500	2,500
Capitalisation Direction	3,150	2,000	2,000	0	0	7,150
Total	75,682	43,885	47,390	40,160	39,226	246,344
<u>Financed By</u>						
Supported Borrowing	5,758	4,573	4,573	4,573	4,573	24,050
Prudential Borrowing	37,452	17,517	21,330	13,143	13,651	103,093
General Capital Grant	4,327	4,327	2,782	2,782	2,782	17,000
Grants	22,276	10,598	13,479	16,564	17,622	80,539
Capital Receipts	3,398	2,248	2,248	248	248	8,390
Revenue/Reserves	2,472	4,622	2,978	2,850	350	13,272
Total	75,682	43,885	47,390	40,160	39,226	246,344
<u>Housing Revenue Account</u>						
Welsh Housing Quality Standard	7,112	3,673	3,673	3,673	3,673	21,804
Old Persons Dwellings	700	0	0	0	0	700
Zero Carbon Initiative	3,354	0	0	0	0	3,354

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New Builds/Purchases	3,931	0	0	0	0	3,931
Adaptions	265	0	0	0	0	265
Communal Work/Alarms/Areas	1,300	0	0	0	0	1,300
Total	16,662	3,673	3,673	3,673	3,673	31,354
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
Financed By						
Prudential Borrowing	4,764	0	0	0	0	4,764
Grant	5,473	3,673	3,673	3,673	3,673	20,165
Capital Receipts	0	0	0	0	0	0
Revenue/Reserves	6,425	0	0	0	0	6,425
Total	16,662	3,673	3,673	3,673	3,673	31,354

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Appendix B Capital Funding Options



Powys County Council

Capital Receipt Policy

Introduction

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

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

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

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

Application

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

Costs of Disposal

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

Qualifying Expenditure

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

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

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

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

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

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

Examples of qualifying expenditure

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

- Preparatory work necessary to support local authority mergers as part of the programme to reform local government in Wales;
- Sharing back-office and administrative services with one or more other council or public sector body;
- Investment in service reform feasibility work, eg. setting up pilot schemes;
- Collaboration between local authorities and central government to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief Executives, management teams or staffing structures;

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- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using the National Procurement Service, Crown Commercial Services or other central purchasing bodies which operate in accordance with the Wales Procurement Policy Statement;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
- Investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term, across one or more local authorities and/or other public sector bodies.

Use of Capital Receipts

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

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

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

Type	Service Area	Corporate
Agricultural	10%	90%
HRA Dwellings and Land	100%	

This policy proposes to update the use of Capital Receipts between 2018/19 and 2021/22 to the following:

Type	Service Area	Corporate
Agricultural	0%	100%
HRA Dwellings and Land	100%	
Homefinder Receipts	100%	
Vehicles	100%	

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Summary of Transformation Costs and Use of Capital Receipts

	Received	Due	Total	Used	Unused
	£'000	£'000	£'000	£'000	£'000
<u>Capital Receipts</u>					
Total Capital Receipts 16-17	3,088		3,088	907	2,181
Total Capital Receipts 17-18	882		882	605	277
Forecasted Capital Receipts 18-19	677	3,991	4,668		4,668
Forecasted Capital Receipts 19-20		2,880	2,880		2,880
Target Capital Receipts 20-21			2,000		2,000
Target Capital Receipts 21-22			2,000		2,000
					14,006
<u>Transformation Costs 18-19</u>					
Transformation projects			-2,090		
Redundancies excl Schools			-167		
School Redundancies plus Pension Strain			-347		
Organisational Transformation			-500		
			-3,104		10,902
<u>Transformation Costs 19-20</u>					
Transformation Projects to be capitalised			-2,000		
Organisational Transformation			-500		
School Redundancies plus Pension Strain			-650		
			-3,150		7,752
<u>Transformation Costs 20-21</u>					
Transformation projects to be Capitalised			-2,000		
			-2,000		5,752
<u>Transformation Costs 21-22</u>					
Transformation projects to be Capitalised			-2,000		
			-2,000		3,752

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Accountability and Transparency

Welsh Ministers believe it is important that individual authorities demonstrate the highest standards of accountability and transparency. The guidance recommends that each authority should prepare a separate disclosure note of the individual projects that have been funded or part funded through capital receipts flexibility. The disclosure note should be approved by the Responsible Financial Officer at the same time the statutory accounts are certified and can be included as part of the year-end accounts documentation. The disclosure note should be considered and approved by the person presiding at the committee or meeting at which approval of the statement of accounts was given.

Useable Capital Receipts	7,559,202.08	
Less HRA	2,010,519.27	
Less Homefinder Receipts	1,381,210.18	
	4,167,472.63	
Current Capital Projects funded by receipt		Borrowing Costs
2018-19	3,834,480.95	140,652.50

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Prudential Indicators

Table 1

Ratio of financing costs to net revenue stream

	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
	£000	£000	£000	£000	£000
Financing Costs	16,511	17,239	19,011	19,977	21,540
Net Revenue Stream	254,078	254,582	255,354	256,405	257,742
Council Fund	5.61%	6.50%	6.77%	7.44%	7.79%
Financing Costs	5,978	6,203	6,067	6,010	5,943
Net Revenue Stream	24,863	25,599	26,358	27,139	27,944
HRA	24.04%	24.23%	23.02%	22.14%	21.27%

Table 2

Capital Financing Requirement

	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
	£000	£000	£000	£000	£000
Non-HRA	300,953	343,306	364,440	383,863	394,770
HRA	100,628	103,104	100,705	98,364	96,080
Total	401,581	446,140	465,145	482,227	490,850

Table 3

Authorised Limit for External Debt

	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
	497	471	505	502	522
Other Long Term Liabilities	0	0	0	0	0
Total	497	471	505	502	522

Table 4

Operational Boundary for External Debt

	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Borrowing	472	446	480	477	497
Other Long Term Liabilities	0	0	0	0	0
Total	472	446	480	477	497

Table 5
Change in External Debt

	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
	£000	£000	£000	£000	£000
Council Fund					
External Debt					
Debt at 1st April	234,653	308,525	336,162	344,071	365,369
Expected change in Debt	73,872	27,636	7,910	21,298	3,425
Other Long Term Liabilities	0	0	0	0	0
Expected change in OLT					
Estimated Gross Debt at 31st March	308,525	336,162	344,071	365,369	368,794
CFR	300,953	343,306	364,440	383,863	394,770
Under / (Over) Borrowing	(7,573)	7,144	20,368	18,494	25,976
HRA					
External Debt					
Debt at 1st April	84,585	100,628	103,104	100,705	98,364
Expected change in Debt	16,043	2,476	(2,399)	(2,342)	(2,284)
Other Long Term Liabilities	0	0	0	0	0
Expected change in OLT	0	0	0	0	0
Estimated Gross Debt at 31st March	100,628	103,104	100,705	98,364	96,080
CFR	100,628	103,104	100,705	98,364	96,080
Under / (Over) Borrowing	0	0	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 2019/20 and the Adequacy of Reserves held

Powys County Council

January 2019

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This report has been commissioned by the Powys County Council Head of Finance to provide an independent review and to assist in the assessment of how the Council has developed its budget proposals in line with the requirements of the Local Government Act 2003. This Act requires the Chief Finance Officer, Section 151 Officer (the Head of Finance), to make a report to the Council 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 our conclusions around further activity and direction.



Chris Tidswell FCPFA

Head of CIPFA Wales

CIPFA

1. Introduction

- 1.1 The Local Government Act 2003 requires the Chief Finance Officer, Section 151 Officer (the Head of Financial Services), to make a report to the Council 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 Finance to assist 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 Elected Members and senior officers. 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 budget for 2019/20 is set in the context of continuing financial pressures. At the time of writing this report an indication of the final settlement figure for the 2019/20 Welsh block grant has been received. The projected budget for the year has been calculated on the basis of a 9.5% increase in Council Tax. This would enable a balanced budget to be delivered.
- 2.2 The local context affecting 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 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 An inspection of the services for children in 2017 was critical of the standard of service provided and resulted in an Improvement and Assurance Board being established to report directly to the Welsh Government. A further inspection in 2018 has indicated that significant improvements have been made but that more still needs to be done. The Improvement and Assurance Board remains in place. Partly as a result of these reports, and also because of increased service demands, the Council has identified additional service pressures, included in the draft 2019/20 budget amounting to £22.4m, partially offset by identified savings of £14.5m leaving a net increased requirement of £7.9m.
- 2.6 Despite the challenges, the Council continues to develop and refine its strategic financial planning arrangements and has developed a longer term approach to forecasting. The summary Financial Resource Model that we have seen covers the period from 2019/20 to 2023/24 in terms of outline planning totals.

3. 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 Independent and Conservative Members. Approximately 50% of the Members of the Cabinet are in their first term of office. As a result the Head of Finance has made regular and frequent presentations to the Cabinet to increase their understanding of the financial processes and position of the Council. In addition there have been a series of budget seminars for all Council Members in November and December 2018 and in January 2019.

3.3 The overall Medium Term Financial Strategy has been developed and controlled through the Financial Resource Model. The Council has recognised that it is essential that financial decisions are taken at a corporate level, providing a more transparent view of 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 "Vision 2025". Although this 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.

- 3.4 The Financial Resource Model has 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;
 - New responsibilities – statutory and 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;
- 3.5 Financial Resource Models are prepared for each Directorate and services are expected to manage pressures within their own service or directorate. Service Heads have had to be explicit about how they are managing these pressures. They have had to provide assurance that the budget proposals are robust and deliverable.
- 3.6 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, timely and comprehensive.
- 3.7 We have reviewed the budget planning process and we have discussed the effectiveness with Service Directors. In terms of comments from Directors these may be summarised as follows:
- The system has changed this year and has generally worked well;
 - 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;
- 3.8 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 Council priorities.

3.9 Impact Assessment

3.10 The Council has taken steps to increase awareness of the consequences of savings. The scale of the reductions required means that the Council must assess the impacts carefully.

3.11 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 awareness of the impact and the Council should seek to avoid or mitigate adverse impacts. However, it is inevitable that a number of manageable risks are inherent within the budget.

3.12 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 2017/18. A comprehensive list of all Impact Assessment forms is maintained. The combined impact assessment approach helps to ensure statutory compliance with key legislation and provides a useful summary of how service proposals have been developed.

3.13 Risk Management

3.14 There are risks associated with any budget plans. Risk is managed on a corporate basis with regular reports to the Audit Committee. A risk assessment has been undertaken for each of the budget savings proposed by service areas. This assessment identifies the deliverability of the saving, along with the likely impact on service delivery.

3.15 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.

3.16 The following specific risks have also been considered:

Budget Savings – The level of savings required in 2019/20 is £22.4m gross, £7.9m net. 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. 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.

Inflation – Provision of £1.3m has been included for pay awards. 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.

Employers' Pension Contribution – In 2016 the actuarial revaluation of the pension fund identified an increased pension fund deficit. Following discussion and negotiation with the Actuary 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 2019/20 includes additional expenditure of £750K for this item.

Income – The budget is supported by over £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, a move to full cost recovery wherever appropriate, and annual uplifts to keep in line with rising costs. The Council will be requested to approve the Fees and Charges Register at its meeting on 21 February 2019.

Council Tax – Collection rates continue to be relatively good but have shown some deterioration with the introduction of Universal Credit. The 2019/20 budget projection which we have reviewed is based on a 9.5% increase in Council Tax. Future assumed collection levels will need to 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 monitoring of cash movements managed within the Council approved borrowing and investment strategies. The financial climate has a significant impact on these activities. Any variation in the cost of borrowing is being mitigated by a proactive approach to refinancing borrowing. This ensures that, wherever possible, long term borrowing for capital projects takes advantage of the historically low level of debt interest.

Future Years – Although a balanced budget is proposed for 2019/20, additional significant savings will be required to balance the budget in 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 Medium Term Financial Strategy.

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.

Approval of the 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 21 February 2019.

Adequacy of Insurance Arrangements – The Council’s insurance arrangements are a balance between external insurance premia and an insurance reserve to “self insure”. The Council 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. We discussed budgetary control procedures with Directors and in summary their comments were as follows:

- Finance has been very helpful in working with managers;
- Budget monitoring reports are produced on a timely basis and there is good financial support;
- One to one meetings of Business Partners with Heads of Service are seen as very helpful.

4.2 Monthly reports are provided to Budget Holders, Heads of Service, 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 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.

4.4 As part of our work we reviewed the Financial Overview and Forecast Report as at 30 November 2018 which was presented to the Cabinet Executive on 15 January 2019. The report is comprehensive in that it provides information covering:

- A summary Revenue forecast for the year;
- A Revenue forecast by Directorate;
- The position on the delivery of savings;
- Additional grants receivable;
- A statement on the projected level of reserves at the year end.

4.5 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 15 January 2019, monthly figures are available within a fortnight after each month end. In addition the month end figures are examined informally by the Cabinet two weeks before the formal Cabinet meeting.

- 4.6 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. Reporting appears to be timely and appropriate, providing time for corrective action to be taken in year.

5. Current year position

- 5.1 The overall financial position for the Council for 2018/19 is a forecast overspend of £3.6m, excluding HRA and delegated schools, as at 30 November 2018. The key issue is a projected overspend of £6.1m in Childrens Services.
- 5.2 Included within the forecast is a savings target of £12.3m, comprising £8.8m of in year savings and £3.5m of undelivered savings from previous years. Savings of £5.8m had been delivered by 30 November 2018 and it was projected that an additional £1.6m would be delivered by the year end.
- 5.3 Projected undeliverable savings of £3.9m have been removed from the projected budget for 2019/20.
- 5.4 The projected budget deficit of £3.6m at the end of 2018/19 will be met from reserves.

6. Budget Position 2019/20 and Future Years

- 6.1 The detailed Financial Resource Model which we have seen shows a balanced budget for 2019/20 followed by projected budget deficits of £6.5m for 2020/21, £9.4m for 2021/22, £7.5m for 2022/23 and £2.7m for 2023/24.
- 6.2 We have reviewed the various papers that explain the budget position for future years and we are satisfied that the processes that the Council has in place to identify service pressures and savings are robust. Our discussions with Directors and Members confirms that there is a clear understanding of the financial position both now and in the future.
- 6.3 The savings totalling £14.5m identified for 2019/20 include the use of £2m of capital receipts to fund transformation costs. It is not proposed that any reserves will be used to balance the budget.
- 6.4 The budget projection which we have reviewed is predicated on an increase in Council Tax of 9.5%. This would enable a balanced budget to be delivered. If this proposed increase is not agreed then the budget would need to be balanced by a combination of additional savings or the use of reserves. Either of these measures would increase the degree of risk in delivering services against the budget in 2019/20 and increase the difficulty of delivering balanced budgets in future years.

6.5 Our overall conclusion on the financial position can be summarised as follows:

- The Council has sound processes in place to set a balanced budget for 2019/20. From the evidence that we have seen the Council will be able to set a balanced budget at its meeting on the 21 February 2019;
- Directors and members appear to be acutely aware of the deficit position in future years and of the need to continue to take action as a priority.

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 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. Powys appears to be 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:

- Useable reserves as a percentage of gross revenue expenditure;
- Earmarked reserves as a percentage of gross revenue expenditure;
- General reserves expressed as number of days turnover.

7.6 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. Final decisions on the year end position are made in the annual budget cycle and during the closing of the accounts.

7.7 As at 30 November 2018 the projected overspend of £3.6m in 2018/19 will reduce the forecast level of General Fund reserves at 31 March 2019 to £6.1m compared with an opening balance of £9.7m. The total of ring fenced and specific reserves in the General Fund at 31 March 2019 is projected to be £17.9m.

7.8 From the documents we have seen and from our discussions with officers we are aware that the following adjustments are likely to be made:

- The Budget Management Reserve will be maintained at £3.6m and this will continue to be considered alongside the General Fund Reserve so that the total balance will exceed the Council agreed target of a minimum of 3% of net revenue expenditure, excluding the delegated schools budget;
- The proposed budget for 2019/20 includes the addition of £0.5m to General Fund reserves and £2m to the Budget Management Reserve. Whilst the creation and use of reserves is a matter for the Council to determine, the Budget Management Reserve could be used to support possible pressures in Social Services given the scale of the proposed transformation programme in that service to meet future demand pressures;
- The Schools Delegated Reserves are projected to be overdrawn by £3m by 31 March 2019. This is due to falling pupil numbers and funding levels that have not kept pace with inflationary pressures. This overall deficit position will pose a risk for 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.
- Each reserve will continue to be assessed, particularly those held for specific purposes, to ensure that the reserve is still required.

7.9 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 2019/20;
- Based on our discussions with officers and Members we are satisfied that the Council is well aware of the difficult financial position that it continues to face and that it will need to monitor the budget closely during 2019/20;
- 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.

8.2 A major area of risk relates to the financial position for 2020/21 and beyond, although the Council is well aware of the financial problems that it is facing.

Appendix 1

List of Documents Reviewed

DOCUMENT	DATE
Medium Term Financial Strategy 2018/2023	May 2018
Vision 2025	
Council Budget Seminar Presentations	20 November 2018 12 December 2018 3 January 2019
Directorate Financial Resource Models	
Financial Resource Model - Summary	
Budget Savings Proposals Summary	
Executive Management Team - Budget Pressures Summary	
Various Impact Assessment forms	
Minutes of Savings Panels	14 November 2018 27 November 2018 11 December 2018 17 December 2018
Improvement and Assurance Board Bulletins	
Financial Overview and Forecast as at 30 November 2018	15 January 2019

Appendix 2

List of Interviewees

NAME	TITLE
Jane Thomas	Head of Financial Services
Mohammed Mehmet	Interim Chief Executive
David Powell	Deputy Chief Executive
Alison Bulman	Director of Social Services
Nigel Brinn	Director of Environment
Cllr Aled Davies	Portfolio Holder for Finance
Cllr John Morris	Chair of Audit Committee and Finance Scrutiny Panel

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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	BC	Head of Service	KY	Strategic Director	NB	Portfolio Holder	MW
Proposal							
Outline Summary / Description of Proposal							
Achieve 21% saving on net BC budget equating to £13.8K. Option 1. to cancel annual subscription for the Dataspace online application portal for receiving building regulation applications, and Option2. Increase B Reg fees by 3% in conjunction with investigating and realising new revenue streams through additional discretionary value added services.							

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£13.8K(target) £18K (potential)	£	£	£	£

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	I Maddox	Professional Lead	30 th May 2018

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, other than an increase in fees may affect internal services who may wish to use the building regulations services provided on a user pays basis for construction works i.e. Property, HOWPS. N.B. No preferential internal market exists for users of the service. Internal services pay the going market rate.

Service Area informed:	No	Contact Officer liaised with:	No
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Mitigation

None proposed

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 proposals are not considered to stifle the construction market in Powys	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	The proposals are not considered to stifle the construction market in Powys relating to healthcare premises	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	The proposals are not considered to stifle the construction industry in Powys	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	The proposals are not considered to stifle the publics interaction with the construction industry in Powys	Neutral		Choose an item.

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Source of Outline Evidence to support judgements
BC performance figures (90 % market share in Powys) and BC Financial outcomes for 2017/18 (actuals)

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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 proposals continue to promote development in Powys	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 proposals continue to promote development in Powys	Neutral		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 proposals continue to promote development in Powys	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The proposals continue to promote development in Powys	Neutral		Choose an item.

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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.	The proposals continue to promote development in Powys	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>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Status quo. The proposals have 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>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Disability</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Gender reassignment</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Race</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Religion or belief</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Sex</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Sexual Orientation</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.

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Source of Outline Evidence to support judgements
None provided

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Status quo. The proposals have no impact.	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Status quo. The proposals have no impact.	Neutral		Choose an item.

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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
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Status quo. The proposals have 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.	Status quo. The proposals have no impact.	Neutral		Choose an item.
Impact on Powys County Council Workforce		Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
None provided				

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
None with current proposals	Low		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
			YES

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Option 1	Already Achieved	Dataspace contract cancelled and savings realised	
Option 2	Dec 2018	Monitor BC actuals - income and expenditure to determine necessity for 3% increase	
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
None. Status Quo												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Current proposals have limited impact upon the service and the wider 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?

No

14. On-going monitoring arrangements?

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

Continued use of current BC budgetary and performance monitoring

Please state when this Impact Assessment will be reviewed.

The service already monitors performance on a monthly basis. Impact of the proposals will be monitored through normal performance measures.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ian Maddox	<i>I J Maddox</i>	30/5/18
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

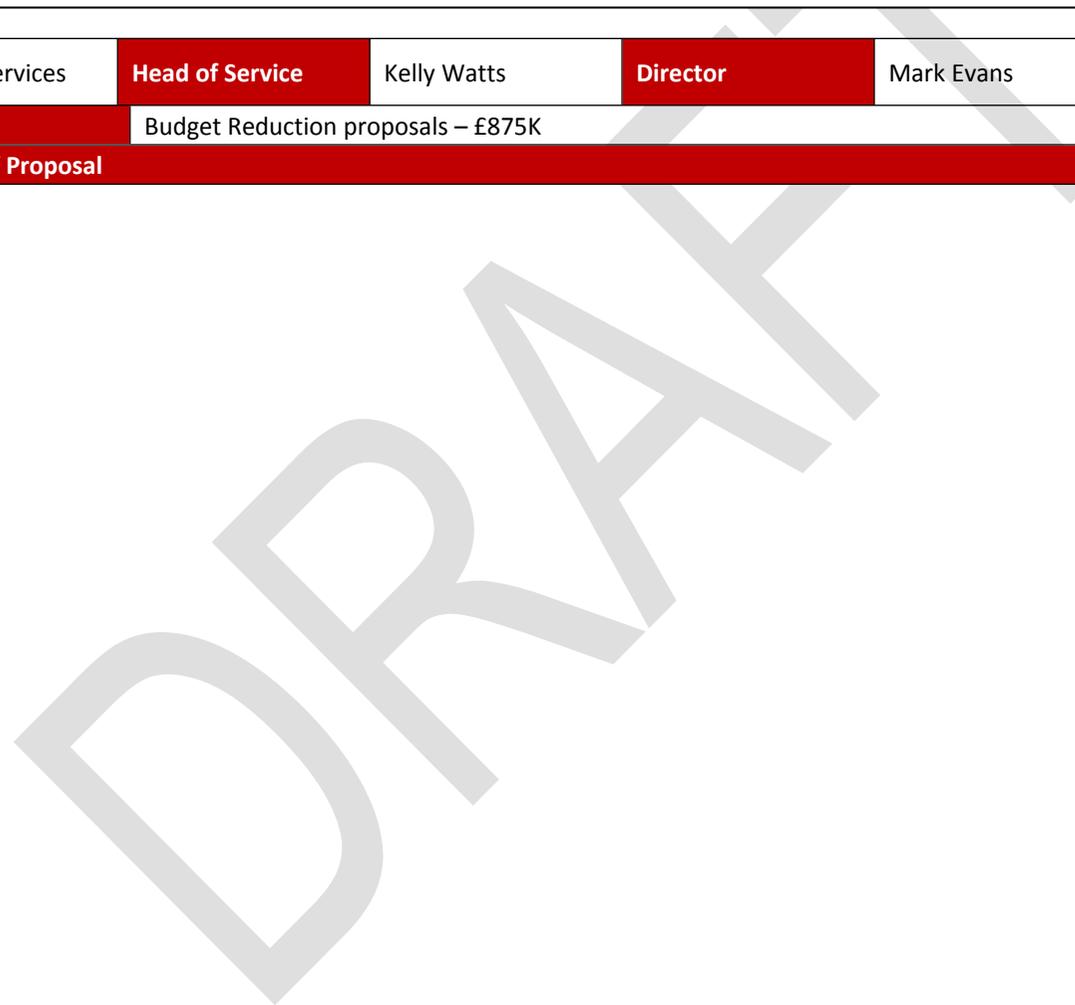
Decision to be made by	Choose an item.	Date required

FORM ENDS

Please read the accompanying guidance before completing the form.

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

Service Area	Business Services	Head of Service	Kelly Watts	Director	Mark Evans	Portfolio Holder	James Evans Aled Davies
Proposal	Budget Reduction proposals – £875K						
Outline Summary / Description of Proposal							



The council is faced with continuing financial pressures for 19-20 and forthcoming years. The budget reductions attributed to Business Services is 875k for 19-20. In order to meet these savings a number of work streams are identified to contribute to these savings. The work streams contribute to the overall “Changing how we work” project within the Making It Happen Programmes.

A number of key pieces of work have already been undertaken within the Resources Directorate, however due to pressures in service delivery and the budgetary reductions progress has been slow and siloed, with the management focus primarily on their own individual service areas. This revised approach to change will align some major programmes of work for delivery. The themes being

- Income
- Expenditure
- People processes

- Income - Already reviewed financial assessments, sundry debtors and exploring opportunities of payment options on-line, the new finance system and web platform can transform end to end processing and offer choice to our customers with integration providing seamless delivery, delivering savings in resources and manual processing.
- Expenditure - we have explored through the Purchase to pay project, we have already increased use and spend of our purchase cards, but there are further potential benefits to this work that need to be delivered.
- People Processes - The starters and leavers project has been progressed, however there are still key elements to deliver, as well as this we still have manual paper processing, the system is out of date as we have not kept up to date with technical advances. Reconciliation between Trent and the financial system is time consuming. Additional development of the system has the potential to meet objectives within the O & D work streams.

As discussed initial analysis work has already been undertaken in the above areas, work now needs to commence in exploring potential options through to delivery. As part of that options appraisal process, data will be gathered on likely benefits as well as return on investment, where funding is required these will be presented to the MIH board to authorise spend and/or allocate additional resources. The project is not solely about making savings but ensuring we have a corporate support service aligned to support the council in delivering Vision 2025.

As well as our key themes work, savings of some £875k need to be delivered for 19-20, ideally it would have been advantageous if these savings could have been delivered through the themes, however due to timescales it is envisioned that much of these savings will be achieved through refocussing support within the Business Support area, this could be stopping some services/processes we currently do/re-aligning the workforce and/or removing posts. This will have significant impact on Service Delivery for those services that Business Support undertake work for.

The majority of the Business Support budget is in staffing, year on year budget savings have already placed pressures on delivery. The recent inspections in both Adults and Childrens have put increased pressures on the teams, further staff reductions could impact on severely on these areas. It is expected that Business Support will have to stop some of the tasks they currently do.

Any savings need to be considered in the broader spectrum of the services that are supported; and the potential risks further reductions will have.

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

Version	Author	Job Title	Date
Draft 0.1	Kelly Watts	Acting Head of Customer Services and Business Services Transformation	12/10/2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£875,000	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Potential impact will be internal, therefore no external consultation will be undertaken.

4. Impact on Other Service Areas

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

The work programme has the potential to impact significantly on a number of Service areas and the different themes of work have the potential to impact more than once on each of the service areas.

Meetings during October are to be arranged with the Heads of Service to discuss potential impact and allow them to contribute to the discussions going forward.

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

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	Potentially there will be a loss of jobs and therefore impact on the local economy.	Poor	No Mitigation available.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	Some processes provided by the internal corporate support services support in service delivery within Adult and Childrens Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision. Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.	Unknown	Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.	Neutral

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>Some processes provided by the internal corporate support services support in service delivery within Schools Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision.</p> <p>Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.</p>	Unknown	Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.	Neutral
Residents and Communities We will support our residents and communities	<p>Some processes provided by the internal corporate support services support in service delivery within Adult and Childrens Services. By undertaking a review of the processes it would be envisioned that processes would be streamlined supporting the front line service provision.</p> <p>Although there is potential to streamline processes in order to meet the savings targets it may be necessary to explore cessation of support provided.</p>	Unknown	Discussions will take place with Service areas affected, there may be potential to work together to provide alternative solutions.	Neutral

Source of Outline Evidence to support judgements

Medium Term Financial Plan (Budget Savings)
 Corporate Support Services Re-Model work – MIH
 Business Support - Evaluation

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.	There is likely to be job losses which will impact on the economy.	Poor	Going through the management of change process will ensure a fair and structured process. There could be opportunities for staff to be redeployed, we will also be able to offer support in completing job applications and attending interviews.	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).	N/A	Choose an item.		Choose an item.

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Going through nay change has the potential to impact in staff's mental well-being, there is potential for staff to suffer stress at this time.</p>	<p>Poor</p>	<p>In order to support staff through the process we will engage early and continually with staff. We can offer re-training and possible re deployment opportunities.</p>	<p>Poor</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Potential to improve communities through digital connections, utilising our services 24/7/365</p>	<p>Neutral</p>	<p>No Mitigation.</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>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</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>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	<p>Loss of staff could have implications on welsh language provision.</p>	<p>Neutral</p>	<p>Need to ensure any changes will not have a detrimental impact welsh language provisions</p>	<p>Neutral</p>
<p>Opportunities to promote the Welsh language</p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>

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<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
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>		Choose an item.		Choose an item.
<i>Disability</i>	Check no member of staff supporting another member of staff.	Unknown	To speak to line Managers to find out information.	Neutral
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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DRAFT

Source of Outline Evidence to support judgements

Conversations with Managers will support in decision making. Any personal support to another member of staff will need to be identified.

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Potential if services aren't supported that this will have impact on our duties/safeguarding.	Poor	Ensure systems put in place to mitigate against.	Neutral
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Positive impact looking at new ways of providing services. Working with services to agree new ways of working.	Neutral	It may be necessary to work with other services to provide service's collaboratively.	Neutral
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	As appropriate the public will be informed of new working practices	Neutral	Support given to those that need support.	Neutral
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Choose an item.		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Need to consider how with drawing support impacts on them to deliver their service.	Poor	Meet with service areas , to negotiate withdrawal.	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.	Reduction in staffing may have a detrimental impact on the local economy.	Neutral	There is no mitigation that can be offered by the service area, although the council has the potential to mitigate poverty by looking at other economical and viable solutions e.g. increasing tourism, supporting local businesses supporting our local residents to get back into work.	Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	Need to assess whether any staff are unpaid carers	Poor	Redundancy process – ask questions regarding this.s	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 currently have a number of Officers that support safeguarding within the authority. Safeguarding Officers support at meetings and take notes. DBS checks are carried out on all employees that that require a DBS as part of their role.	Poor	Mitigate by looking alternative solutions to delivery. Ensure that we don't impact on safeguarding. Prioritise those posts over others.	Neutral
Impact on Powys County Council Workforce	In order to achieve the budget savings, it may be necessary to reduce the workforce or change the way in which the workforce carry out their duties.	Poor	In order to mitigate any potential job losses, a voluntary redundancy process maybe instigated, there could be potential to reallocate staff or retrain.	Good
Source of Outline Evidence to support judgements				
Discussions with staff and managers.				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
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Low	Low	Low
Mitigation		
Minimise the impact to external services.		

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
In order to achieve the budget savings of 750k it will be necessary to review current ways of working, the proposal outlines the approach to making those savings based on reviewing and redesigning what we are currently doing, however there will be likely potential on staff with reduced staff volumes.		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The right skilled staff in order to take forward development work	Very High	We have already identified issues with recruiting staff with the right skills to take forward transformation work – Development work on systems is required and recent employment campaigns have not produced good candidates, it may be necessary to buy in support, all this adds to the timescales of the project	High
The systems being in place in order to support change in process	Very High	In order to realise many of the benefits we need to ensure we have the right systems in place and that those systems are able to be configured to our needs, project governance procedures should ensure that we have the right suite of systems in place in order to go forward technically, again the right skills are required to enable this change.	High

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The buy in across the authority to the change.	Very High	Meetings will be held throughout October to inform the Heads of Services of the work that is on-going, updates will also be provided as part of the MIH programme, it is clear that this change will be difficult to manage and does have the potential to impact on the services that we support. It is key that Hos affected work with us to support and remove barriers, accepting that in order to deliver our savings change is inevitable.	High
In order to progress transformation, it may be necessary to invest in resources/or external support. This may be an issue with budgets already being reduced.	High	We will look to identify what potential funding will be required, and bring to MGT team, in order to seek their support. Potential to see what skills are already available.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		MEDIUM	

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>In order to meet the budget savings outlined for 19-20 significant changes in service delivery will need to be undertaken. The proposal ideally would see a change in process to more streamlined, efficient and effective processing ideally removing manual interventions and utilising technology and digital solutions.</p> <p>However due to the timescales to deliver these savings it may be necessary to cease some aspects of delivery, where this is the case it maybe that detrimental impact is placed on the services that corporate support services are aligned to. Heads of Service meetings are to be scheduled to discuss potential impact on service delivery.</p>	

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

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

As part of the Corporate Support Re-model, service health checks were undertaken in both Income & Awards and Business Support, these were undertaken to review the work that is currently being undertaken, whether there were any potential improvements or whether there was potential to cease some processes.

The data capture was analysed, analysis work identified common themes to process, namely in relation to Income, Expenditure, workforce (Trent processes) and service specific (which includes non- process work for example – taking and typing up of minutes)

Discussion was undertaken with the Programme Sponsor for MIH (Director of Resources) on this change of direction, therefore reviewing end to end processes rather than the silo based approach that was being considered, allowing savings to be made through process re-design rather than cutting staff; stopping services.

The approach is intended to realise savings through end to end transformation. However, risks to this work is the requirement to: - have the skills in the right place in order to support delivery (e.g. developers to progress work on Trent or integrations into the finance systems).

Once key work streams have been identified then there will be a requirement to analyse current skills and capabilities available and whether we utilise in-house resources or look to procure resources from our suppliers.

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2. On-going monitoring arrangements?

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

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

Where there is impact on external customers and/or internal customers then on-going monitoring arrangements will need to be in place. As work progresses it will be necessary to introduce relevant measures and outcomes to record impact both negative and positive, for an agreed period of time. There is a need to ensure no detrimental impact on equality.

Please state when this Impact Assessment will be reviewed.

The Impact Assessment will continue to be reviewed and updated bi-monthly or sooner where significant impact on future service delivery is identified.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kelly Watts		
Head of Service:	Kelly Watts		
Director:			
Portfolio Holder:			

14. Governance

Decision to be made by

Cabinet

Date required

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Please read the accompanying guidance before completing the form.

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

Service Area	CEMS	Head of Service	Anya Richards	Director	David Powell	Portfolio Holder	James Evans
Proposal	To make a range of savings across the CEMS budget to meet the total saving target of £150K						
Outline Summary / Description of Proposal							
CSP01 Reduction in discretionary spend from the Comms budget £30K							
CSP02 Reduce the RWAS budget by £5K							
GDP01 Reduce external print and design spend £10K							
MSP01 Review Member Support Team £16K							
WLP01 Reduce Welsh Language Team budget £90K							

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

Version	Author	Job Title	Date
1	Anya Richards	Senior Manager	19 October 2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£150K	£	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	January 2019

4. Impact on Other Service Areas

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

The review of member services won't directly affect service areas as the service provided is to Members. The other budget reductions are not anticipated to affect service areas.

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

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	There is a small negative impact to the economy in the reduction of the events budgets.	Poor	Events will transfer to Regen at the end of 2018. Regen have access to a range of grants that could mitigate the effect of the cut.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The reduction in all comms team discretionary spend means there is no budget for training and development or equipment refresh which could impact how the team promotes this priority.	Poor	We will seek cost neutral learning opportunities for the team and the in-house training to develop skills and update equipment.	Unknown
Learning and skills We will strengthen learning and skills	The reduction in all comms team discretionary spend means there is no budget for training and development or equipment refresh which could impact how the team promotes this priority.	Poor	We will seek cost neutral learning opportunities for the team and the in-house training to develop skills and update equipment.	Unknown
Residents and Communities We will support our residents and communities	The reduction in all comms team discretionary spend means there is no budget for training and development or equipment refresh which could impact how the team promotes this priority.	Poor	We will seek cost neutral learning opportunities for the team and the in-house training to develop skills and update equipment.	Unknown

Source of Outline Evidence to support judgements

There is no specific evidence that supports the judgements. The judgements are arrived at empirically.

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 reduction in all comms team discretionary spend means there is no budget for training and development or equipment refresh which could impact how the team promotes this priority. The reduction in staff will reduce the overall employment opportunities in the council	Poor	We will seek cost neutral learning opportunities for the team and the in-house training to develop skills and update equipment. There is no specific mitigation for this staff reduction.	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 specific impact.	Neutral		Neutral

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<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>No specific impact</p>	<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>No specific impact</p>	<p>Neutral</p>		<p>Neutral</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>No specific impact</p>	<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				

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<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	The reduction in the WL budget reduces our ability to commission external translation.	Poor	Since the extra budget for WL was introduced to support the implementation of the WL standards, we have consistently underspent on the budget by a large margin each year. The biggest costs associated with WL are underway at the moment with the translation of intranet content. This is being completed during 2018 so this will also mitigate the lean on the WL budget and should not affect opportunities for people to use the Welsh Language and the WL is not being treated less favourably than English.	Neutral
<i>Opportunities to promote the Welsh language</i>	The reduction in the WL budget should not impact on our ability to promote the WL.	Neutral	Since the extra budget for WL was introduced to support the implementation of the WL standards, we have consistently underspent on the budget by a large margin each year.	Neutral
<i>Welsh Language impact on staff</i>	The reduction in the WL budget reduces our ability to commission external translation.	Neutral	The biggest costs associated with WL are underway at the moment with the translation of intranet content. This is being completed during 2018 so this will also mitigate the lean on the WL budget and should not affect opportunities for people to use the Welsh Language and the WL is not being treated less favourably than English.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No specific Impact	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	With reduced print and design budget we won't be able to print so many hard copy documents aimed at the older generation who may not access information digitally.	Poor	We will work with services like Social Services to identify which publications should be published in hard copy and target print spend accordingly.	Neutral
<i>Disability</i>	With reduced print and design budget we won't be able to produce documents in a range of different and accessible formats for harder to reach groups.	Very Poor	We will work with services like Social Services to identify which publications should be published in a range of accessible formats and seek to target spend accordingly.	Poor
<i>Gender reassignment</i>	No specific implications	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	No specific implications	Choose an item.		Choose an item.
<i>Race</i>	No specific implications	Choose an item.		Choose an item.
<i>Religion or belief</i>	No specific implications	Choose an item.		Choose an item.

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<i>Sex</i>	No specific implications	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	No specific implications	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	No specific implications	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements
There is no specific evidence that supports the judgements. The judgements are arrived at empirically.

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)					
Page 239	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 long term disinvestment in learning and development of the team will result in a diminished and outdated skills set and poor comms output that will not resonate with residents.	Very Poor	We will seek out no cost learning opportunities and share learning through the team	Poor
	Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Skills and knowledge of the team will be diminished if we don't collaborate and work with partners.	Poor	We will work with partners to share learning and look for low cost learning and development opportunities with partner organisations.	Neutral
	Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Our ability to communicate well with the population on the decisions that affect them could be compromised over the long term without appropriate training and development opportunities	Very Poor	We will seek out no cost learning opportunities and share learning through the team and seek opportunities to collaborate and learn with partner organisations.	Poor
	Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	No specific impact	Choose an item.		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>	Skills and knowledge of the team will be diminished if we don't collaborate and consider integration opportunities with partners.	Poor	We will work with partners to share learning and look for low cost learning and development opportunities with partner organisations as well as exploring integration where possible.	Neutral
	Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reducing staff numbers could have a negative impact by creating poverty.	Very Poor	We will look to redeploy staff within the council where appropriate.	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	No specific 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.	Our ability to produce strong and relevant communications around safeguarding could be compromised if the team's skillset is diminished through lack of training and development.	Poor	We will look to mitigate the impact by the seeking out no or very low cost training and development opportunities.	Neutral
Impact on Powys County Council Workforce	Reducing the workforce could impact other staff who are left to assume the work of the colleague that has left.	Poor	We will reprioritise workloads and distribute work fairly among those who remain.	Neutral

Source of Outline Evidence to support judgements

There is no specific evidence that supports the judgements. The judgements are arrived at empirically.

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There is no specific evidence that supports the judgements. The judgements are arrived at empirically.		

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
Individual mitigations are outlined above. There is no specific impact that would compromise the successful implementation of the savings proposals.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Diminished skill base of comms team due to lack of appropriate training and development	Medium	We will seek low, no cost training and development opps and work with partners to collaborate around training and learning	Low
Staff reduction will put staff in a redundancy situation	Very High	We will seek to redeploy staff into any suitable roles elsewhere in the council	High
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Overall assessment if that these savings can be achieved in full and there is no specific impact that would compromise overall deliverability.	

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

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

12. On-going monitoring arrangements?

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

Staff development will be monitored over time through IPR. Similarly impact on individual staff workload and deliverability of the WL standards will be monitored through IPR.

Please state when this Impact Assessment will be reviewed.

No specific date, in approx. 12 months from implementation.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Anya Richards	A Richards	19 October 2018
Head of Service:			
Director:	David Powell		
Portfolio Holder:	Cllr James Evans		

4. Governance

Decision to be made by	Date required
Portfolio Holder	

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	Strategic Policy and Performance	Head of Service	Emma Palmer	Strategic Director	Emma Palmer	Portfolio Holder	Cllrs: R.Harris; A.Davies; J.Evans
Proposal	Incorporating Corporate Insight into Strategic Policy and Performance through staff re-structure						
Outline Summary / Description of Proposal							
The proposed changes formally incorporate Corporate Insight into Strategic Policy and Performance, ensuring the service is fit for purpose to support and drive the council in pursuit of Vision 2025. We summarise the following benefits as a result of the proposed changes:							
<ul style="list-style-type: none"> • Corporate Insight shares the financial challenge faced by Powys County Council • The cost reductions are proportionate and reflect the changing demands of the business • The capacity and capability for effective business intelligence is retained • The knowledge base across the service is retained as far as is practically possible • The proposed internal management structure will facilitate better inter-communications across the different corporate insight sections • Potential career pathways are evident in the structure • The structure is still in a position to take advantage of other external sources of funding • Elements of Corporate Insight retain the potential for commercialisation 							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£123,000	£304,000	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Insert date	Yes

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

Version	Author	Job Title	Date
Version 1	Peter E Jones	Professional Lead: Corporate Insight	09/07/2018

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

- The proposed changes will not directly impact Health and Safety or Corporate Parenting.
- There is a risk of impacting other service areas as potentially demand for 'effective business intelligence will continue to increase. Whilst the capacity for BI is reasonably maintained, accessing alternative funding to source expert advice may potentially impact on the services ability to deliver.
- The loss of Programme Office is a strategic loss to the council in pursuit of delivering Vision 2025. However, the organisation is not accessing this provision to merit continuation.

Service Area informed: General notification **Contact Officer liaised with:** Directors and Heads of Service

Mitigation

- The approach to the restructure has been undertaken so as to minimise impact as far as is practically possible

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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 work of the service continues to support this priority with data intelligence	Good	No capacity for further refinement	Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	Resource is currently heavily directed to supporting social care and is a fundamental cornerstone of analyse, plan and monitor progress of this priority	Good	No capacity for further refinement	Choose an item.
Learning and skills We will strengthen learning and skills		Neutral	No capacity for further refinement	Choose an item.
Residents and Communities We will support our residents and communities	The well-being and population assessments are an important vehicle for reflecting the thoughts and views of residents and communities	Good	No capacity for further refinement	Choose an item.

Source of Outline Evidence to support judgements
See planning and BI outputs as well as Service Improvement Plan and Management of Change proposal

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.	<ul style="list-style-type: none"> Corporate Insight has been developed on the ethos of ‘doing the right thing’ and tackling root causes of problems It is founded on the basis of evidence based planning and making this evidence widely available, both internally and externally The service aims to provide career pathways for staff 	Neutral	No capacity for further refinement	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 significant direct impact	Neutral	No capacity for further refinement	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.	<ul style="list-style-type: none"> Demand for services and therefore, demand and expectations on staff may increase and could possibly impact negatively on staff well-being 	Poor	No capacity for further refinement	Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	<ul style="list-style-type: none"> There is an intent to develop a more cohesive work community 	Neutral	No capacity for further refinement	Choose an item.

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 significant direct impact	Neutral	No capacity for further refinement	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 significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Opportunities to promote the Welsh language</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Welsh Language impact on staff</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
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 significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Disability</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Gender reassignment</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Marriage or civil partnership</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Race</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Religion or belief</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Sex</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Sexual Orientation</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.
<i>Pregnancy and Maternity</i>	No significant direct impact	Neutral	No capacity for further refinement	Choose an item.

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Source of Outline Evidence to support judgements
See Service Improvement Plan and Management of Change 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: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	<ul style="list-style-type: none"> Given the council's financial challenge, the proposal seeks to deliver a more sustainable service given available funding The 5 working principles continue to be a key influence on the service's approach to provision 	Good	No capacity for further refinement	Choose an item.
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	<ul style="list-style-type: none"> The 5 working principles continue to be a key influence on the service's approach to provision However, the ability of Powys PSB to centrally agree resource may have its own negative impact 	Poor	No capacity for further refinement	Choose an item.
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"> Staff and other key stakeholders will be involved in this process 	Good	No capacity for further refinement	Choose an item.
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	<ul style="list-style-type: none"> Further financial challenge will be offset by developing commercial opportunities in the hope that this may prevent further reductions 	Good	No capacity for further refinement	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>	<ul style="list-style-type: none"> Further integration of the former Corporate Insight sections is a key consideration of the Management of Change proposal 	Good	No capacity for further refinement	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.	Whilst the proposal has no significant impact on the broader facets of preventing poverty, it does recognise the resulting FTE loss of 2.6 posts	Poor	No capacity for further refinement	Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No significant direct impact	Neutral	No capacity for further refinement	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 significant direct impact	Neutral	No capacity for further refinement	Choose an item.
Impact on Powys County Council Workforce	<p>The proposal offer the following positive benefits:</p> <ul style="list-style-type: none"> • Career pathways and opportunities • Flexible approach • A structure that reflects professional expertise, knowledge and capability • Reduced financial savings security <p>The proposal offer the following dis-benefits:</p> <ul style="list-style-type: none"> • The proposed net loss of 3 positions • A short period of uncertainty as re-structure is implemented 	Neutral	No capacity for further refinement	Choose an item.
Source of Outline Evidence to support judgements				
See Service Improvement Plan and Management of Change proposal				

8. Achievability of proposal?

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Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
Continued communication and understanding of organisational needs		

9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Inability to meet service demand	High	Continued dialogue and prioritisation with EMT and HoS	Medium
Regulatory concerns over loss of programme office	Medium	Ensure alternative arrangements are effective on delivery	Medium
Need for efficiency savings further impact service	High	Develop commercial opportunities	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
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<ul style="list-style-type: none"> • The proposed changes formally incorporate Corporate Insight into Strategic Policy and Performance, ensuring the service is fit for purpose to support and drive the council in pursuit of Vision 2025 • On the whole, the proposal will continue to give good support for the council's priorities as detailed in Vision 2025 although the impact on the 7 national well-being goals is by and large neutral • The proposal demonstrates reasonable consideration of the 5 working principles of the Well-being of Future generations (Wales) Act 2015 • It is unfortunate that there is a small decrease in the number of staff and every action will be taken to ensure the well-being of those affected. Hopefully there may be other opportunities across this diverse organisation. However, the proposal does put in place a more transparent career pathway for staff and therefore the general conclusion is that the proposal has a neutral impact for staff • There are some risks associated with the proposal and given the important position and profile of the service, this merits a medium risk rating 	

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

What additional evidence and data has informed the development of your proposal?
In addition to the management of change proposal appendix, no further evidence required.

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The impact of these changes will be continually monitored by the Head of Strategic Policy and Performance together with Management Team colleagues, Cabinet and Audit Committee.
Please state when this Impact Assessment will be reviewed..

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

Decision to be made by	Date required
Portfolio Holder	

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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	Development Management	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal							
Outline Summary / Description of Proposal							
Reduction in administration staffing levels (1 FTE)							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£26,430	£0	£0	£0	£26,430

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	The post is current occupied by an Administrative Officer on a temporary contract. The post holder will need to be made aware that the post will not be extended. Advice on redundancy will need to be sought.	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	Gwilym Davies	Professional Lead – Development Management	18.06.2018

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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 (subject to workload management measures being undertaken).

Service Area 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	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Residents and Communities We will support our residents and communities	The capacity to deal residents and communities will be reduced (ability to answer phone calls etc.).	Poor	Website and ICT will need to be improved so that customers do not need to contact the department directly.	Neutral

Source of Outline Evidence to support judgements
Officer assessment.

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

Well-being Goal	How does proposal contribute to this goal?	<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.	Negligible impact.	Neutral	No mitigation proposed.	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).	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Opportunities to promote the Welsh language</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Source of Outline Evidence to support judgements

Officer assessment.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	The proposal will negatively impact on the post holder and the capacity of the Development Management team.	Poor	Remove non-statutory workload.	Neutral
Source of Outline Evidence to support judgements				
Officer assessment.				

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
Reduction in the capacity of Development Management to communicate with residents and customers.	Medium	Improve Council's website to try and negate the need for direct interaction with Development Management.	Low
Ability to process planning applications in a timely manner (back office workload)	High	Stop undertaking non statutory workload, i.e. stopping publishing third party correspondence.	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	x

10. Indicative timetable for actions to deliver change proposal, if approved

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Action	Target Date	Outcome	Decisions made
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

Support Requirements	2018-19				2019-20				2020-21			
	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:

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Gwilym Davies		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Choose an item.	Date required	
------------------------	-----------------	---------------	--

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.

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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	Development Management	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	Reduction in advertising budget.						
Outline Summary / Description of Proposal							
Reduction in advertising budget.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£15,000	£0	£0	£0	£15,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	No staff impacted. No service provision reduced.	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	Gwilym Davies	Professional Lead – Development Management	18.06.2018

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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:	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	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Residents and Communities We will support our residents and communities	Negligible impact.	Neutral	No additional mitigation proposed	Neutral

Source of Outline Evidence to support judgements
Officer assessment.

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

Well-being Goal	How does proposal contribute to this goal?	<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.	Negligible impact.	Neutral	No mitigation proposed.	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).	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Opportunities to promote the Welsh language</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Source of Outline Evidence to support judgements
Officer assessment.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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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	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Source of Outline Evidence to support judgements				
Officer assessment.				

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

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
Ability to fund the publicity of departures will potentially be compromised if the Council fails to retain a five year housing supply, resulting in a substantial increase in departure applications.	Low	No mitigation proposed.	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

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Action	Target Date	Outcome	Decisions made
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

Support Requirements	2018-19				2019-20				2020-21			
	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:

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

PCC: Impact Assessment Toolkit (Oct 2017)

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?

Please state when this Impact Assessment will be reviewed.

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Gwilym Davies		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Development Management	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	Reduction in Development Management legal fees						
Outline Summary / Description of Proposal							
This proposal would reduce the legal resource available to Development Management.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£4,100	£0	£0	£0	£4,100

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	No staff impacted.	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	Gwilym Davies	Professional Lead – Development Management	18.06.2018

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	
No.	
Service Area 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	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact.	Neutral	No additional mitigation proposed	Neutral
Residents and Communities We will support our residents and communities	Negligible impact.	Neutral	No additional mitigation proposed	Neutral

Source of Outline Evidence to support judgements
Officer assessment.

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

Well-being Goal	How does proposal contribute to this goal?	<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.	Negligible impact.	Neutral	No mitigation proposed.	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).	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact.	Neutral	No mitigation proposed.	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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Opportunities to promote the Welsh language</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Officer assessment.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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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	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Source of Outline Evidence to support judgements				
Officer assessment.				

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

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
Ability to secure external legal resource.	Low	Development Management to become risk adverse.	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	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

Support Requirements	2018-19				2019-20				2020-21			
	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:

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Gwilym Davies		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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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	Development Management	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	Reduction in Planning Officers (0.6FTE)						
Outline Summary / Description of Proposal							
This proposal would reduce the number of Planning Officers by 0.6 FTE.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£25,070	£0	£0	£0	£25,070

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	No staff impacted as post is currently vacant.	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	Gwilym Davies	Professional Lead – Development Management	18.06.2018

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	
No.	
Service Area 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?	<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 proposal has the potential to impact on planning application determination periods. This could impact on the deliverability of developments. The proposal has the potential to impact on planning enforcement capacity potentially at the cost of fairness in the market place.	Very Poor	Keep agents and developers informed of the situation to enable them to plan ahead.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	The proposal has the potential to impact on planning application determination periods for health and care facilities. This could impact on the deliverability of developments.	Very Poor	Keep agents and developers informed of the situation to enable them to plan ahead.	Poor

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
Learning and skills We will strengthen learning and skills	The proposal has the potential to impact on planning application determination periods for education facilities. This could impact on the deliverability of developments.	Very Poor	Keep agents and developers informed of the situation to enable them to plan ahead.	Poor
Residents and Communities We will support our residents and communities	The proposal has the potential to reduce Development Managements ability to interact with customers and the public.	Very Poor	Try to develop the Council's website to reduce the need for direct interaction.	Poor

Source of Outline Evidence to support judgements
Officer assessment.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 has the potential to impact on planning application determination periods. This could impact on the deliverability of developments.	Very Poor	Keep agents and developers informed of the situation to enable them to plan ahead.	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).	Reduced capacity will potentially result in Planning Officers having less time to safeguard and/or promote social, economic and ecological resilience.	Very Poor	No mitigation proposed.	Very 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.	Reduced capacity will potentially result in less resources being allocated to managing and improving a developments impact on the health of the area.	Very Poor	No mitigation proposed.	Very Poor
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Reduced capacity will impact on Development Management ability to communicate with Communities as part of the planning process.	Very Poor	Try to develop Councils website to reduce the need for direct interaction with Development Management.	Poor

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Less resource will be available to promote and/or support the economy, the environment, communities and culture, via the planning process.	Very Poor	Try to develop the Councils website to reduce the need for direct interaction with Development Management.	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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	Less resource will be available to assess a development impact on the Welsh language and culture.	Poor	No mitigation proposed.	Poor
<i>Opportunities to promote the Welsh language</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Welsh Language impact on staff</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
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>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Disability</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Gender reassignment</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Marriage or civil partnership</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Race</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Religion or belief</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sex</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Sexual Orientation</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral
<i>Pregnancy and Maternity</i>	Negligible impact.	Neutral	No mitigation proposed.	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
Officer assessment.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Reduction in staff resource has the potential to impact on long term investment in the economy and housing provision.	Poor	No mitigation proposed.	Poor
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Reduction in staff has the potential to reduce the ability for Development Management to collaborate with existing and future partners.	Poor	No mitigation proposed.	Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Reduction in staff has the potential to reduce the ability for Development Management to engage with communities.	Poor	No mitigation proposed.	Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Reduction in staff resource may impact on the ability to approve affordable housing in a timely manner.	Poor	No mitigation proposed.	Poor

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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	Negligible impact.	Neutral	No mitigation proposed.	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.	Negligible impact.	Neutral	No mitigation proposed.	Neutral
Impact on Powys County Council Workforce	A reduction in staff resource will result in increased workloads for existing Planning Officers.	Poor	No mitigation proposed.	Poor

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Source of Outline Evidence to support judgements

Officer assessment.

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
Potential adverse impact on the economy caused by delays in processing planning applications.	High	No mitigation proposed.	High
Potential reduction in planning enforcement capability.	Medium	Adopt new planning enforcement policy and procedure streamlining processes	Low
Potential delays in the processing of affordable housing applications and education applications impacting on delivery.	High	No mitigation proposed.	High
Potential to be in the bottom half/quarter of the Welsh Government planning league table.	Low	No mitigation proposed.	Low
Increase in the number of corporate complaints.	Medium	No mitigation proposed.	Medium
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	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

Support Requirements	2018-19				2019-20				2020-21			
	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:	
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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?

14. On-going monitoring arrangements?

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

Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gwilym Davies		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Economic Development & Regeneration	Head of Service	Lisa Griffiths	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	Budget Savings for 2019 to 2023						
Outline Summary / Description of Proposal							

The Economic Development & Regeneration team currently has 22 members of staff. 10 of these are externally funded and can only work on the projects they are funded to do, an audit that found otherwise would result in the funding being removed. The remaining 12 staff occupy 9.6 full time equivalent posts. The team is very small and if this resource was cut any further the Authority would not be able to deliver the outcomes over the current timescale for the Economy programme. We would also struggle to engage effectively with our Growing Mid Wales partners to develop the Regional Economic Action Plan and deliver the work associated with the Growing Mid Wales Growth Deal.

There is a great deal of expectation for the delivery of the councils Vision 2025 Economy Programme through the Economic Development and Regeneration service. The service is currently operating at the limit of its effective delivery following ten years of significant budget reductions. These have severely impacted on the service which has just 37% of its original resource capacity.

The service has identified some potential savings and is also looking at full cost recovery on external funded activity and this income generated will offset the budget reduction requirement.

The service is fundamental to the Growing Mid Wales Strategic Partnership and is already delivering some of the expected outcomes of the partnership's framework for action.

The service is currently leading on the development of a Mid Wales Growth Deal Bid from central government to provide significant investment capital for the region. In the next 2 years a successful bid will provide resource to aid the delivery of the programme which will fund project management using the current structure, knowledge and expertise within the Economic Development & Regeneration service.

1. Our proposal to achieve savings for 2019/20:-

£30,320 = Glasi Admin PP340

£58,000 = Tourism Development & Marketing PP550

£15,000 = Tourism Research PP550

£12,680 = Grounds Maintenance CC219

Target: £274,657

Total Achieved: £116,000

Total Outstanding -£158,657

2. Our proposal to achieve savings for 2020/21:-

Workways 50% match funding £95,010

War Memorials 15% match funding £25,020

Target: £108,990 + outstanding amount of £158,657 = £267,656

Total Achieved: £120,030

Total Outstanding -£147,626

3. Our proposal to achieve savings for 2021/2022:-

Growth Deal funding of £200,000 to off-set service revenue funding

Target: £108,990 + outstanding amount of £147,626 = £256,616

Total Achieved: £200,000

Total Outstanding: -£56,616

4. Our proposal to achieve savings for 2022/23.

Growth Deal funding of £200,000 to off-set service revenue funding

Target: £108,990 + outstanding amount of £56,616 = £165,606

Total Achieved: £200k

We have identified saving of £116,000 for 2019/20 which would impact on the extent of some of our activities but which we could manage. Part of this proposal includes income which we know we would need to provide each year. If we have to find the full 21% the impact will wipe out our match funding and too much of our resource and we would not be able to participate and compete with our partners in Ceredigion to manage the considerable amount of work required to complete the business case to apply for the growth deal funding for our projects, that is without the need to have resource to support the delivery as well.

The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.

Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£274,657	£108,990	£108,990	£108,990	£601,629

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Choose an item.		Choose an item.

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

Version	Author	Job Title	Date
Version One	Lisa Griffiths	Manager Economic Development & Regeneration	19 th June 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

The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.

Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.

The alternative to this, over time, would be a growing elderly population living in run down towns which would have less and less facilities, with poor infrastructure and growing levels of poverty as people have less well paid jobs available to them. If families start to move away to find better opportunities that also impacts on the standard of education we can afford to give those remaining. We would struggle even more to attract skilled workers to key jobs. We would have limited opportunities to make anything very much of our county.

Service Area informed:		Contact Officer liaised with:	
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Mitigation

The mitigation to avoid the outcome we don't want as described in the final paragraph above, is to continue to have the resource in the ED&R team to lead on the work for the 'Growing Mid Wales' framework with our partners from Ceredigion County Council and Welsh Government. By developing a Regional Economic Action Plan we stand a much better opportunity to succeed in identifying key projects that will enable the partnership to receive growth deal funding from Welsh Government. The funding will enable the partnership to continue to develop the economy for the Mid Wales region and keep the regeneration of our counties on going for the future benefit of all our residents and the services we deliver from the partnership Councils.

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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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> <ul style="list-style-type: none"> • <i>New business start-ups and relocations will increase</i> • <i>Skilled employment opportunities will increase</i> • <i>A greater supply and mix of suitable work space to support employment</i> • <i>More job opportunities and apprenticeships for young people</i> • <i>Local businesses benefit from good advice and support that help them thrive</i> • <i>Regulation supports business and communities and is proportionate</i> • <i>Powys is established as an innovation base for learning, skills and research for;</i> <ul style="list-style-type: none"> ○ <i>Farming and land-use innovation</i> ○ <i>Health and Care</i> ○ <i>Rural teacher training accreditation</i> • <i>The economically active population will increase</i> • <i>Tourism and leisure based activity and attractions will increase</i> • <i>Local consortia competing for public sector contracts will increase</i> • <i>Council priorities are used to develop new industries and supply chains</i> • <i>There is significant investment in accessible and community based lifetime accommodation</i> 	<p>If the full 21% savings have to be achieved for 2019/20 we will not be able to achieve the outcomes for the Economy Programme within the time scales proposed. Some outcomes are unlikely to be achieved at all without the budget and resource we currently have within the ED&R team.</p>	<p>Poor</p>	<p>Option 3 of the savings proposal will achieve some of the savings for the 2019/20 target without preventing the ED&R team from continuing to work towards the successful achievement of other key objectives and outcomes as identified within the Economy Programme brief.</p>	<p>Good</p>

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
<p>Health and Care We will lead the way in effective, integrated rural health and care Our focus on well-being means:</p> <ul style="list-style-type: none"> • 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 <p>Early help and support means:</p> <ul style="list-style-type: none"> • 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 <p>Joined up services means:</p> <ul style="list-style-type: none"> • Positive an 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 <p>Tackling the big diseases (cancer, circulatory diseases, mental health, respiratory diseases)</p>	<p>The work carried out by the ED&R team supports the Authorities Health and Care programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.</p>	<p>Poor</p>	<p>Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Health and Care.</p>	<p>Good</p>

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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?	IMPACT Please select from drop down box below	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>Learning and skills We will strengthen learning and skills</p> <ul style="list-style-type: none"> • 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 <p>Early years provision is helping families to return to meaningful employment</p>	<p>The work carried out by the ED&R team supports the Authorities Learning and Skills programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team</p>	<p>Poor</p>	<p>Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Learning and Skills.</p>	<p>Good</p>
<p>Residents and Communities We will support our residents and communities</p> <ul style="list-style-type: none"> • <i>Residents take responsibility for their actions and support one another</i> • <i>Communities have access to a choice of both affordable and market housing</i> • <i>Communities have access to services that allow all to flourish and enjoy life</i> <p><i>Communities have an active role in the design and delivery of the services they need</i></p>	<p>The work carried out by the ED&R team supports the Authorities Residents and Communities programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team</p>	<p>Poor</p>	<p>Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Residents and Communities.</p>	<p>Good</p>

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Source of Outline Evidence to support judgements

Economy Programme Brief.



Programme Brief
Economyv0.3.docx

Growing Mid Wales Framework for Action



Growing Mid Wales
Framework for Actic

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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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<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>Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs.</p> <p>Promoting Powys as a tourism destination will support existing businesses, generate new business opportunities and create jobs.</p> <p>Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities.</p> <p>Transport is a Key Driver for the economy, especially in Mid-Wales which is a rural county with many SMEs across the county. Transport relies on good infrastructure and a high standard of frequent transport services. Currently the Regional Transport Plan, Marches & Mid Wales Freight strategy and National Transport Plan set out the aspirations for a range of interventions and schemes for all modes of Transport.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</p>	<p>Good</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Our economic activities will respect our environment and help manage and conserve our landscapes. Our new 'Home Grown Homes' project will use locally grown timber building products reducing the environmental impact of our house building. Increased forestry will also help alleviate flooding by absorbing water and CO2 reducing the causes of climate change.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</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>Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</p>	<p>Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Supporting local events and festivals will help to strengthen communities and bring cultures together.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</p>	<p>Good</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>Better access to improved digital connectivity will provide global market opportunities for Powys businesses.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</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>A vibrant economy has the potential to enable greater opportunities for all and that would include education.</p>	<p>Good</p>	<p>Without a vibrant economy access to a range of educational opportunities will be reduced.</p>	<p>Poor</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Welsh Language impact on staff</i></p>	<p>A vibrant economy has the potential to enable greater opportunities for all and that would include education.</p>	<p>Good</p>	<p>Without a vibrant economy access to a range of educational opportunities will be reduced.</p>	<p>Poor</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>A vibrant economy has the potential to enable greater opportunities for all and that would include sport, art and recreation.</p>	<p>Good</p>	<p>Without a vibrant economy access to a range of sport, art and recreation opportunities will be reduced.</p>	<p>Poor</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				
<p><i>Age</i></p>		<p>Neutral</p>		<p>Neutral</p>

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

Source of Outline Evidence to support judgements
Economy Programme Brief.
Growing Mid Wales Framework for Action

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

Principle	How does the proposal impact on this principle?	<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 work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable greater opportunity for all.	Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	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
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	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 work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	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.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good

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
Impact on Powys County Council Workforce	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Source of Outline Evidence to support judgements				
Economy Programme Brief.				
Growing Mid Wales Framework for Action				

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8. Achievability of proposal? **How likely are you to achieve successful implementation of the proposed change? (I.e. what is the risk of not delivering this proposal?)**

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Adopting option 3 of the savings proposal for 2019/20		

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
ED&R team further loss of resource which would prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding from Welsh Government.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
The full 21% reduction in the service budget for 2019/20 would also prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding from Welsh Government.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
Being unable to build a vibrant economy either through the Growing Mid Wales partnership or through our own economic development and regeneration activities for the county of Powys, will have a negative impact on council services, staff and residents in many ways as outlined throughout this assessment.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
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
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

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Support Requirements	2018-19				2019-20				2020-21			
	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>The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.</p> <p>Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.</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>Economy Programme Brief.</p> <p>Growing Mid Wales Framework for Action</p>

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<p>The IA will be monitored by the Economy Programme Board which meets on a quarterly basis. The board has an approved terms of reference and governance structure and is jointly chaired by the Sponsor David Powell and Cllr Martin Weale.</p>
Please state when this Impact Assessment will be reviewed.
<p>A full review of the IA will be carried out in 12 months' time.</p>

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lisa Griffiths		19 th June 2018
Head of Service:	Lisa Griffiths		19 th June 2018
Strategic Director:	Nigel Brinn		19 th June 2018
Portfolio Holder:	CLlr Martin Weale		19 th June 2018

16. Governance

Decision to be made by	Portfolio Holder	Date required



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	EH Commercial	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	James Evans
Proposal	EHP01 – Transfer funds from HE558 to the sum of £3K and subsequently reduce budget against HE551						
Outline Summary / Description of Proposal							
Recognise a saving of £3,000.							
– Transfer funds from HE558 to the sum of £3K and subsequently reduce budget against HE551							
Money is placed in a protected Licensing Act Reserve. There is no set pattern to how much this is but last year £3K was put into the reserves from HE558 and this would be the lower limit of what would ordinarily be transferred. £3K could quite legitimately be costed against the H&S service HE551 from HE558 as they are involved in the Licensing Act consultations. If this was done then the £3K saving could then be recognised from the HE551 budget.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£ 3K	£	£	£	£

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	Beverley Cadwallader	Professional Lead EH Commercial	18/06/2018

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

No

Service Area informed: Not applicable **Contact Officer liaised with:**

Mitigation

None required.

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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		Neutral		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		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

Source of Outline Evidence to support judgements
Knowledge of service

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.		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).		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.		Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Neutral		Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.		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>		Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		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>		Neutral		Neutral
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

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Source of Outline Evidence to support judgements
Knowledge of service

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>		Neutral		Neutral
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>		Neutral		Neutral
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>		Neutral		Neutral
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral

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Cyngor Sir Powys County Council
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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		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.		Neutral		Neutral
Impact on Powys County Council Workforce		Neutral		Neutral
Source of Outline Evidence to support judgements				
Knowledge of service				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
No 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
None identified	Low		Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Yes

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Adjustments to budgets	1 April 2019	Savings achieved	
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

Support Requirements	2018-19				2019-20				2020-21			
	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:
Straightforward proposal to adjust budgets, to make £3K savings, no risk.	

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?
None necessary
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Beverley Cadwallader		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	James Evans		

16. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Environmental Protection	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
Proposal	Reduce the stray dog budget by £7k						
Outline Summary / Description of Proposal							
The Council no longer employs dog wardens but instead employs contractors to provide a statutory service for the collection and kennelling of stray dogs. The Council employs 2 contractors, one in the north and one in the south of the county. The Council pays each contractor an annual retainer and pays for the collection and kennelling of the stray dogs. Demand on the service fluctuates over the year which impacts on the cost of the service. The proposal is to reduce the revenue budget by £7k.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£7k	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		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
Version 1	Nia Wyn Hughes	Professional Lead-Environmental Health (Environmental Protection)	1/6/18

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

N/A

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?	IMPACT Please select from drop down box below	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	N/A	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	The service responds to complaints from members of the public regarding stray dogs.	Poor		Choose an item.

Source of Outline Evidence to support judgements

The budget has been underspent in the last few years

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.	N/A	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).	N/A	Neutral		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.	N/A	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The service responds to complaints regarding stray dogs and arranges for their collection and kennelling	Poor	No mitigation possible	Poor

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
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>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

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Source of Outline Evidence to support judgements

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Neutral		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Neutral		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Neutral		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Neutral		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	N/A	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral		Choose an item.

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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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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	N/A	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.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	N/A	Neutral		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
If demand increase the additional cost cannot be met from the revenue budget	Low		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
			v

10. Indicative timetable for actions to deliver change proposal, if approved

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Action	Target Date	Outcome	Decisions made
Reduce the budget by £7k	1 st April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

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

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?
Monitor the number of stray dog complaints received and the number of dogs collected and kennelled
Please state when this Impact Assessment will be reviewed.
March 2020

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nia Wyn Hughes		15/6/18
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr James Evans		

16. Governance

Decision to be made by	Cabinet	Date required	March 2019
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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	Environmental Protection	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
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Proposal Increase burial fees by 20%

Outline Summary / Description of Proposal

*The Service is responsible for managing a portfolio of 19 cemeteries. This involves arranging burials and maintaining the cemeteries themselves. In 2016 the contracts for grave digging and grass cutting were outsourced to a private company namely Greenfingers. However due to the quality of the work undertaken by the company, grave digging was brought back in house but at an additional cost of approximately £80k. The contract for grass cutting has been extended for 18/19 but at an additional cost of £80k. **This represents an additional budget pressure of £160k for 18/19.***

By raising cemetery fees by 20% it is estimated that an additional income of £64k will be realised.

*It should be noted that the cemetery fees were increased by **67% in January 2016** and by a further **10% in April 2018**. The current cost of a new double grave excluding the erection of a headstone is £1895.45. By increasing the fees by a further 20% would increase this cost to £2274.09*

The adverse impact of such an increase would be complaints from members of the public and funeral directors and monumental masons regarding the additional cost of burials. It may also result in less burials taking place with bereaved families choosing other burial grounds.

The service also deals with public health burials where families of the deceased can't or won't arrange the funeral. In these instances the Council must arrange and pay the funeral expenses. Again if cemetery fees are increased significantly, the instances of public health funerals may increase.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£64k	£	£	£	£

2. Consultation requirements

PCC: *Impact Assessment Toolkit (Oct 2017)*

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Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		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
Version 1	Nia Wyn Hughes	Professional Lead-Environmental Health (Environmental Protection)	1/6/18

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	
N/A	
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	N/A	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Neutral		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	The increase will impact significantly on the overall cost of arranging a burial in one of the Council's cemeteries which may result in some families being unable to meet the funeral costs. This may result in them choosing alternative cemeteries within the communities where cemetery fees are less. This will impact on the income generated by the service. In some cases if families are unable to meet the costs then the number of public health burials where the Council must meet the cost of the funeral will increase putting pressure on existing budgets.	Very Poor	No mitigation possible	Very Poor

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Source of Outline Evidence to support judgements
Previous increases in fees resulted in complaints from funeral directors and members of the public

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.	N/A	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).	N/A	Neutral		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.	N/A	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The increase could impact on residents that wished to be buried in their community but are unable to meet the Council's costs.	Very Poor	No mitigation possible	Very Poor

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
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>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

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Source of Outline Evidence to support judgements
N/A

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Neutral		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Neutral		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	The increase will impact significantly on the overall cost of arranging a burial in one of the Council's cemeteries which may result in some families being unable to meet the funeral costs. This may result in them choosing alternative cemeteries within the communities where cemetery fees are less. This will impact on the income generated by the service. In some cases if families are unable to meet the costs then the number of public health burials where the Council must meet the cost of the funeral will increase putting pressure on existing budgets.	Very Poor	No mitigation possible	Very Poor
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Neutral		Choose an item.

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Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The increase will impact most on low income families	Very Poor	No mitigation possible	Very Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	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.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	N/A	Neutral		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
High	High	High
Mitigation		

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
The increase will impact significantly on the overall cost of arranging a burial in one of the Council's cemeteries which may result in some families being unable to meet the funeral costs. This may result in them choosing alternative cemeteries within the communities where cemetery fees are less. This will impact on the income generated by the service. In some cases if families are unable to meet the costs then the number of public health burials where the Council must meet the cost of the funeral will increase putting pressure on existing budgets.	High	None	High
	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
Reduce the budget by £64k	1 st April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Cyngor Sir Powys County Council

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

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?
Review the number of burials and public health burials
Please state when this Impact Assessment will be reviewed.
March 2020

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15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nia Wyn Hughes		15/6/18
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Cllr James Evans		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Environmental Protection	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
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Proposal Reduce the budget for closed landfill sites by £65k

Outline Summary / Description of Proposal

Environmental Protection is responsible for managing the portfolio of closed landfill of which there are approximately 80 currently. Of these approximately half are privately owned. A recent judgement by the Court of Appeal concluded that PCC was not responsible for these sites under Part 2A of the Environmental Protection Act 1990.

The Service took over the management of the closed landfills from Waste Management in 2013 and since then has implemented a range of efficiencies. These include withdrawing from actively managing privately owned closed landfills, reducing maintenance visits by HGSS, and carrying out gas and leachate monitoring in house. As a result £65k can be offered up as savings.

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£65k	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		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
Version 1	Nia Wyn Hughes	Professional Lead-Environmental Health (Environmental Protection)	1/6/18

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	
N/A	
Service Area 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	N/A	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	The sites are managed to ensure that pollution doesn't cause an unacceptable risk to human health, controlled waters and ecological systems.	Very Poor	No mitigation possible	Very Poor
Learning and skills We will strengthen learning and skills	N/A	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	N/A	Neutral		Choose an item.

Source of Outline Evidence to support judgements
The budget has been underspent for the last few years

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.	N/A	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 sites are managed to ensure that pollution doesn’t cause an unacceptable risk to human health, controlled waters and ecological systems.	Very Poor	No mitigation possible	Very 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.	N/A	Neutral		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	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.	The sites are managed to ensure that pollution doesn't cause an unacceptable risk to human health, controlled waters and ecological systems.	Very Poor	No mitigation possible	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>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
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>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

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The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
The budget has been underspent for the last few years

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.	N/A	Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The sites are managed to ensure that pollution doesn't cause an unacceptable risk to human health, controlled waters and ecological systems.	Very Poor	No mitigation possible	Very Poor
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	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	N/A	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.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	N/A	Neutral		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
Medium	Medium	Medium
Mitigation		
No mitigation possible		

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
If a pollution incident did arise or if remedial works were required to be undertaken on any site then there may be insufficient resources available from the revenue budget to deal with these issues.	Medium	None	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

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Action	Target Date	Outcome	Decisions made
Reduce the budget by £65k	1 st April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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

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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?

N/A

14. On-going monitoring arrangements?

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

Monitoring results from the sites/number of pollution incidents recorded.

Please state when this Impact Assessment will be reviewed.

March 2020

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Nia Wyn Hughes		15/6/18
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

Decision to be made by	Date required
Cabinet	

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	Environmental Protection	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
Proposal	Increase the number of risk assessments undertaken to increase income by £20k						
Outline Summary / Description of Proposal							
<p><i>The Service has a statutory responsibility to undertake the sampling and risk assessment of all private water supplies other than those serving single properties. There are approximately 1000 such supplies in Powys.</i></p> <p><i>The team that currently undertakes this work is also responsible for managing the Council's 19 cemeteries. This split in duties often disrupts planned risk assessment and sampling programmes.</i></p> <p><i>By increasing the number of risk assessments undertaken per annum there is the potential to increase income by £20k. However the conflicting demands of the cemeteries service will remain. If necessary assistance may be required from other parts of the service to meet the revised target.</i></p>							

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1. Profile of savings delivery (if applicable)

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

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		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
Version 1	Nia Wyn Hughes	Professional Lead-Environmental Health (Environmental Protection)	1/6/18

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	
N/A	
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	N/A	Neutral		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	The requirement to sample and risk assess private water supplies is to ensure that these supplies are wholesome and do not present a risk to the health of the residents	Good		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Neutral		Choose an item.
Residents and Communities We will support our residents and communities	The requirement to sample and risk assess private water supplies is to ensure that these supplies are wholesome and do not present a risk to the health of the residents	Good		Choose an item.

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	N/A	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).	N/A	Neutral		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 requirement to sample and risk assess private water supplies is to ensure that these supplies are wholesome and do not present a risk to the health of the residents	Good		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	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.	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>	N/A	Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Choose an item.
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>	N/A	Neutral		Choose an item.
<i>Disability</i>	N/A	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Neutral		Choose an item.
<i>Race</i>	N/A	Neutral		Choose an item.
<i>Religion or belief</i>	N/A	Neutral		Choose an item.
<i>Sex</i>	N/A	Neutral		Choose an item.
<i>Sexual Orientation</i>	N/A	Neutral		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Neutral		Choose an item.

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Source of Outline Evidence to support judgements

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.	N/A	Neutral		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The requirement to sample and risk assess private water supplies is to ensure that these supplies are wholesome and do not present a risk to the health of the residents	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.	N/A	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	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	N/A	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.	N/A	Neutral		Choose an item.
Impact on Powys County Council Workforce	N/A	Neutral		Choose an item.
Source of Outline Evidence to support judgements				
N/A				

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8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
None		

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
The increased workload on officers may impact on other work such as managing the Council's 19 cemeteries and undertaking public health burials	Medium	None	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
Reduce the budget by £20k	1 st April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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

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?

Review number of risk assessments undertaken and the impact of other areas of the service

Please state when this Impact Assessment will be reviewed.

March 2020

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nia Wyn Hughes		15/6/18
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr James Evans		

16. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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

Service Area	Electoral Services	Head of Service	Clive Pinney	Director	Mark Evans	Portfolio Holder	James Evans
Proposal							
Outline Summary / Description of Proposal							
Reduction of 2018/19 budget £178,140 by 22%							
<ul style="list-style-type: none"> Reduce postage costs during electoral registration canvass by utilising locally held records, council tax, staff records etc to data match against in order to suppress reminder forms being sent to properties where we can confirm by other means. Deletion of Assistant Elections Officer post (Grade 4) - rely on BPU relief Administrators during peak periods, while other regular duties would be picked up by other members of the team or would cease to happen in the same form or timescales. 							

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

Version	Author	Job Title	Date
V1	Sandra Matthews	Principal Elections Officer	22/10/2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£49k	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	

4. Impact on Other Service Areas

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

N/A

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

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	N/A	Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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>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>	N/A	Choose an item.		Choose an item.
<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>	N/A	Choose an item.		Choose an item.

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	N/A	Choose an item.		Choose an item.
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	N/A	Choose an item.		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>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	N/A	Choose an item.		Choose an item.
<p>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>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</p>	N/A	Choose an item.		Choose an item.
<p>Opportunities to promote the Welsh language</p>	N/A	Choose an item.		Choose an item.

Cyngor Sir Powys County Council

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<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
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>	N/A	Choose an item.		Choose an item.
<i>Disability</i>	N/A	Choose an item.		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Choose an item.		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Choose an item.		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Choose an item.		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Choose an item.		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Impact Assessment (IA)

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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	N/A	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.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Reduction in workforce and a reliance on another section to support us to deliver our service	Neutral		Choose an item.
Source of Outline Evidence to support judgements				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Low	Choose an item.
Mitigation		

Cyngor Sir Powys County Council

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The integrated approach to support effective decision making



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

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.

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Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk

10. Overall Summary and Judgement of this Impact Assessment?

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

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Each election tests the accuracy of the register of electors and the Electoral Commission monitors each ERO every year during canvass to check they meet their statutory duties.
Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sandra Matthews		
Head of Service:	Clive Pinney		
Director:	Mark Evans		
Portfolio Holder:	Councillor James Evans		

14. Governance

Decision to be made by	Choose an item.	Date required

Cyngor Sir Powys

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Please read the accompanying guidance before completing the form.

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

Service Area	Finance	Head of Service	Jane Thomas	Director		Portfolio Holder	Cllr Aled Davies
Proposal							
Outline Summary / Description of Proposal							
The finance function proposes re-structuring and not filling the senior technical lead post that is currently vacant. The technical team structure will need to be reviewed as a whole to ensure that the current service level can be sustained with the reduced level of resource.							
Additionally, there are two posts that will reduce from 1 FTE to 0.8 FTE.							
Total reduction in FTEs will be 1.4.							

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

Version	Author	Job Title	Date

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£76k	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	

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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

N/A

Post has never been appointed; SLA with other areas are being fulfilled without this post therefore no impact on other services

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

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral		Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral		Neutral

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.	N/A	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).	N/A	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.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	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.	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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
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>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Choose an item.		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Choose an item.		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Choose an item.		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Choose an item.		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Impact Assessment (IA)

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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	N/A	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.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Removal of the posts will reduce opportunities for career progression. However, there are other posts within financial services at the same level.	Neutral		Neutral
Source of Outline Evidence to support judgements				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
Mitigation		

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

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Reduced resilience & capacity within the Financial Services team	Medium	Re-alignment of roles and responsibilities of these posts within other posts within the service	Low
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

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10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low risk and impact on the Council. Some minor impact on the Financial Services team through reduced resilience and capacity as a result of removing these posts. This can be mitigated by reviewing roles and responsibilities and re-prioritising our service provision.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Customer satisfaction surveys; formal and informal assessment and monitoring of the services provided

Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Stephen Caple		
Head of Service:	Jane Thomas		
Director:	Mark Evans		
Portfolio Holder:	Aled Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

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Cyngor Sir Powys County Council

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Service Area	Finance	Head of Service	Jane Thomas	Director	Mark Evans	Portfolio Holder	Cllr Aled Davies
Proposal							
Outline Summary / Description of Proposal							

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It has been highlighted that within the council we have a number of processes that do not run as efficiently as intended and as a consequence avoidable work is being created for the various teams. In-effective or weak processes require additional resource to verify that the output is as expected and to correct where the output is erroneous. As end users of information the finance function is most heavily impacted by these process inefficiencies.

Some (high level) examples are listed below:

- VAT compliance issues
- Trent interface errors
- GRNs not being entered
- Wrong order numbers being used
- Invoices sent to services not to AP PO box or email
- Urgent payments to correct payroll (e.g. missing bank details)
- Correction of mis-coded transactions
- BACS recalls
- Missing eReturns information
- Year-end tasks incorrectly completed by services

The estimated cost of correcting these issues is estimated to be in the region of £123k. Further savings could be uncovered as the project progresses.

The purpose of this project is to highlight, review and correct processes that require significant manual intervention or rectification within the finance function.

This will be a multifaceted project with a number of sub-projects reviewing specific systems and/or processes to understand the reasons for failure and to recommend and implement potential solutions. The scope of this project will not be limited to finance. As end users of information, generated by a number of processes, finance are in an advantageous position to highlight the processes that are sub-optimal. The reasons for failure, and potential solutions, may not lie within the finance space. Organisation wide acceptance of the weaknesses of various processes and acceptance of modifications to these processes will be required.

Additionally, skills within the finance group may not be sufficient to re-engineer and optimise processes. An assessment of the skills required will be undertaken as part of the scoping process for the various sub-projects.

The intent of the project is to focus on the processes that are causing the most re-work or intervention. This project will not review all processes, or all financial processes, within the organisation.

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

Version	Author	Job Title	Date

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2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£123k	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Process improvements may drive a different resource requirement in the future

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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

Depending on what inefficiencies are highlighted the project may require other service areas to

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

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	N/A	Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral		Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral		Neutral
Residents and Communities We will support our residents and communities	N/A	Neutral		Neutral

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.	N/A	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).	N/A	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.	N/A	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	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.	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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral		Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral		Neutral
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>	N/A	Neutral		Neutral
<i>Disability</i>	N/A	Neutral		Neutral
<i>Gender reassignment</i>	N/A	Neutral		Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral		Neutral
<i>Race</i>	N/A	Neutral		Neutral
<i>Religion or belief</i>	N/A	Neutral		Neutral
<i>Sex</i>	N/A	Neutral		Neutral
<i>Sexual Orientation</i>	N/A	Neutral		Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral		Neutral

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Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	N/A	Choose an item.		Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	N/A	Choose an item.		Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	N/A	Choose an item.		Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	N/A	Choose an item.		Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Choose an item.		Choose an item.

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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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	N/A	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.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Process improvements may drive a different resource requirement in the future	Unknown		Unknown

Source of Outline Evidence to support judgements

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

Cyngor Sir Powys County Council

Impact Assessment (IA)

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

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Level of deliverable savings will be unknown until the explore phase of the project is concluded	Medium	N/A	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			X

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Low - the intention of the project is to highlight areas of weakness and to make improvements to processes. This should lead to a financial benefit for the Council.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Initial investigation and analysis will uncover the baseline to benchmark against
Please state when this Impact Assessment will be reviewed.

--

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Stephen Caple		
Head of Service:	Jane Thomas		
Director:	Mark Evans		
Portfolio Holder:	Aled Davies		

14. Governance

Decision to be made by	Date required
Cabinet	

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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	Resources	Head of Service	Jane Thomas	Strategic Director		Portfolio Holder	Cllr Aled Davies
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Proposal	Income & Awards Savings 2019/20						
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Outline Summary / Description of Proposal

During 2018-19 Income & Awards are set to

- collect a total income for the Council of **£141m**
- Process & Award HB of **£27m** and CTRS OF **£9m**, and undertake Social Care assessments, FSM, DHP, Clothing Grant, DFG assessments.
- The money advice and fraud team operate to provide financial gain to residents of Powys and the Council.

Majority of the above are statutory functions of the Council, and administered in accordance with strict regulations and subject to external audits. For 2019/20 Income & Awards are tasked to save £80k The impact on Income & Awards of realising the £94k saving is shown below.

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£131k				£80k

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	No consultation required as saving relates to Income & Awards operational budget and no statutory service provision	No

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

Version	Author	Job Title	Date
V1	David Morris	Income & Awards Senior Manager	20/11/2018
V2	David Morris	Income & Awards Senior Manager	20/11/2018

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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

If Income & Awards can deliver and achieve the £80k savings detailed below:

£34k - reduce money advice team by one FTE
£42k – not fill management vacancy in ma team
£44k - profit from commerciality contracts secured & delivered.
£7k – From reduced cost expenditure in FR account for court costs

- The 34k would impact on current number of Powys residents the mat team can offer support and assistance to and there would be a reduction to current benefit gains figure of £2.5m, with a potential drop of some **£500k** predicated. This is a non-statutory service. No direct impact on any other service area for this drop in income. Though will mean less disposable income for residents generally in Powys and may potentially impact ability to pay debts.
- £42k from the unfilled management post will not impact other service areas.
- £44k income from commerciality – will not impact other service areas.
- £k budget reduction will not impact other services

Service Area informed:	Not applicable	Contact Officer liaised with:	N/a
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Mitigation

NA

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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	Loss of income to Powys residents of approx. £500k	Poor	Nothing can be done	Poor
Health and Care We will lead the way in effective, integrated rural health and care	MAT will continue to operate with reduced resource, both management and officer, offering financial well-being to residents of Powys but will not be able to support the level of gains / see some residents as at present	Poor	Will still support most vulnerable cases referred. Through reduction of failure and increase in value n way team operate. Will form partnership with other council for technical knowledge, quality control and training	Neutral
Learning and skills We will strengthen learning and skills	Not applicable	Unknown		Choose an item.
Residents and Communities We will support our residents and communities	MAT will continue to operate with reduced resource, both management and officer, offering financial well-being to residents of Powys but will not be able to support the level of gains / see some residents as at present	Poor	Will still support most vulnerable cases referred. Through reduction of failure and increase in value n way team operate. Will form partnership with other council for technical knowledge, quality control and training	Neutral

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Source of Outline Evidence to support judgements
On-going monthly reviewing of the performance of the money advice team.

Cyngor Sir Powys County Council

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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.	N/a	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).	N/a	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.	N/a	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/a	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.	N/a	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	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.

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
<ol style="list-style-type: none"> 1. Monitoring of mat team 2. Commercial works secured

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.	MAT will continue to operate with reduced resource, both management and officer, offering financial well-being to residents of Powys but will not be able to support the level of gains / see some residents as at present	Poor	Target resource to support the most vulnerable households referred for support. Through reduction of failure and increase in value in way team operate	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Form partnership with other council for management support	Neutral	Will form partnership with other council for technical knowledge, quality control and training	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	na	Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	MAT will continue to operate with reduced resource, both management and officer, offering financial well-being to residents of Powys but will not be able to support the level of gains / see some residents as at present	Poor	Target resource to support the most vulnerable households referred for support. Through reduction of failure and increase in value in way team operate	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	na	Choose an item.		Choose an item.

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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.	MAT will continue to operate with reduced resource, both management and officer, offering financial well-being to residents of Powys but will not be able to support the level of gains / see some residents as at present	Poor	Target resource to support the most vulnerable households referred for support. Through reduction of failure and increase in value in way team operate. Will form partnership with other council for technical knowledge, quality control and training	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	na	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.	na	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Reduction by 2fte in short term. In medium to long term if no commercial activity found to sustain budget needs then further job losses will be needed. This will impact on Council budgets as it could be we have to remove staff who collect and recover etc.	Very Poor	none	Very Poor
Source of Outline Evidence to support judgements				
review of capacity of MAT to operate with 2 less FTE Commercial Contracts are all piecemeal				

8. Achievability of proposal?

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Continue to improve level of Income secured from commerciality
Need to form partnership with other council with unknown cost at present
Universal Credit- and level of impact it has on resources
Review demand levels to ensure MAT cover key vulnerable residents. Confident MAT will cover key ones.
Improvements to MAT delivery method

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
Fail to maintain commerciality works within 2019-20 and beyond will impact longer term as piecemeal work may not be replaced so staff budget reductions will need to be made which in turn puts Council funds at risk	Medium	Attempt to increase levels of commerciality income from sources.	Medium
MAT-insufficient capacity to support volume of referrals	Medium	To support those most vulnerable and in need; improvements to MAT process. Use of support from other LA	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

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Action	Target Date	Outcome	Decisions made
Remove 2 fte from base budget	01/4/2019	Reduced base line budget within FF500	
Seek voluntary redundancy from mat through MOC process	01/09/2019	1 less fte - redundancy situation (possibly)	
Commerciality income	01/04/2019	Reduce budget line in FF500	
Seek partnership with other LA	1/9/2019	Partnership in discussion	
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HR support to undertake MOC for MAT redundancy					X	X	X	X				

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



- The £33k – 1 fte reduction in the MAT would impact on current number of Powys residents the mat can offer support and assistance to and there would be a reduction to current benefit gains figure of £2.5m, with a potential drop of some **£500k**. This places a risk on in-year collection rate of c.tax due to less disposable income within the household, some of these household may contain vulnerable adults and children.
- £42k reduced management costs will impact on MAT ability to be technically competent.
- £44k income from commerciality - dependent upon retaining contract(s) and having the capacity to deliver. This could also mean that if no new work is found to replace income from commerciality as all piecemeal work, then staff budgets will be impacted. That in turn will affect the Council funds as the ability of I&A to pay and collect will be diminished in longer term.

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

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

To date enough income has been received to cover commercial income needs

14. On-going monitoring arrangements?

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

Monthly budget monitoring already in place

Please state when this Impact Assessment will be reviewed.

April 2019 / Sept 19

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	David Morris		
Head of Service:	Jane Thomas		
Strategic Director:			
Portfolio Holder:	CLlr Aled Davies		

16. Governance

Decision to be made by	Portfolio Holder	Date required	01/4/2019
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FORM ENDS

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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	Nigel Brinn	Portfolio Holder	Cllr James Evans
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Proposal	HSP07 - Supporting People grant funding Shelter and Money Saviour services						
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Outline Summary / Description of Proposal

This proposal is part of achieving the Housing Service General Fund savings. Since Welsh Government allocated Revenue Support Grant in place of Transitional Funding the financial advice and assistance service provided by Money Saviour (£14,500 pa 2017/18) and the Shelter Cymru Service for homelessness prevention and financial advice (£17,000 pa 2017/18) is paid from the general fund (please note HRA pays £17k to Shelter for the service it provides to its tenants, total paid £34k). These services as they assist in the prevention and alleviation of homelessness and the IAA in accordance with the Social Service and Wellbeing (Wales) Act are eligible for supporting people grant. If the services are not funded there could be an increased level of homeless presentations and persons to whom the local authority accepts a homeless duty. There will also be less specialist advice and assistance available in Powys. Supporting People (SP) funding is agreed by the Supporting People Management Board. SP Homeless services will be re tendered by April 2019 the allocated funding for homeless services is approximately £1.6 million and these services could be included in the specification currently being developed however the projected budget/allocation does not include these services. They could also be funded from Learning Disability voids of which there was £130k last year however the board have already agreed to fund a SP "What Matters" post (£42k) Youth Service (£30k) and Mental Health services (£14k) from the voids. There may not therefore be sufficient surplus from the Learning Disability voids and the void vary. With the introduction of Universal Credit in Powys from October this year it is expected that the services delivered by Shelter and Money Saviour will experience an increase in demand and therefore there could be a requirement to expand the services.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£31,500		£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required		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	1 st August 2018

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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 SP grant funds a variety of services which would affect Childrens Services, Youth Services and Adult Services in particular, the funding of these services on a reducing grant may impact on other SP funded projects. The non-funding of the services would also impact on these service areas and could result in increased homelessness in Powys particularly with the introduction of Universal Credit in Powys.

Service Area informed:	Heads of service share proposals and SP Lead consulted	Contact Officer liaised with:	Adrian Jones
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Mitigation

By the services being funded from SP grant they would have to compliment the SP Strategy and would be considered as part of all support services in Powys. The services would have to engage in the SP review of services which has achieved significant efficiencies over the last few years despite a reducing grant. The tendering of homelessness SP services could be an opportunity to integrate these services into the provision of SP homeless provision in Powys.

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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	If the services are not provided the following would not happen in the future. From April to December 2017 Shelter assisted 197 households in Powys, 122 face to face, Money Saviour, same period from 151 appointments realised £102,888 which is either additional income/benefits or debt written off. One of the aims of the Money Saviour service is "To maximise income, assess benefit entitlement and affordability."	Very Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	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
Health and Care We will lead the way in effective, integrated rural health and care	Both services assist vulnerable people. Of the cases dealt with by Shelter 5% were carers and 38% too ill to work. Both services assist the private rented sector tenants/residents, 29% of Shelter cases. If the service is not provided there will be less resource to assist the private rented sector and greater pressure on statutory services.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Good
Learning and skills We will strengthen learning and skills	There will be less resource to engage with the private rented sector which could impact on supporting young people and families having the best start in life	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Good
Residents and Communities We will support our residents and communities	As the services assist in maximising income the access to affordable and market housing will be affected if the services are not available	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Good

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Source of Outline Evidence to support judgements
<p>See attached reports for April to December 2017 for the services provided:</p> <div style="display: flex; justify-content: space-around; align-items: center;"> </div> <p>Powys report - final Powys Report April version 17 Money Saver - December 2017 Shelter</p> <p>The Supporting People Lead has also been consulted</p>

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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>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>If the services are not provided the following would not happen in the future. From April to December 2017 Shelter assisted 197 households in Powys, 122 face to face, Money Saviour, same period from 151 appointments realised £102,888 which is either additional income/benefits or debt written off. One of the aims of the Money Saviour service is "To maximise income, assess benefit entitlement and affordability."</p>	Poor	<p>If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.</p>	Neutral
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	No impact expected	Choose an item.		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>Financial hardship and homelessness impact and affect people's mental health and wellbeing the services not being available will increase the incidence of mental health issues and affected peoples wellbeing.</p>	Very Poor	<p>If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.</p>	Good

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A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact expected	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.	Financial hardship and homelessness impact and affect people's economic, social and wellbeing the services not being available will impact on people's economic, social and wellbeing.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	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 expected	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	No impact expected	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	No impact expected	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	No impact expected	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).				
Age	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
Disability	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral

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<i>Gender reassignment</i>	. The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
<i>Marriage or civil partnership</i>	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
<i>Race</i>	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
<i>Religion or belief</i>	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
<i>Sex</i>	. The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
<i>Sexual Orientation</i>	The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral

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<p><i>Pregnancy and Maternity</i></p>	<p>The services provided are independent and address a person's specific issues including assisting in preventing homelessness and alleviating poverty. The services not being available will affect all groups.</p>	<p>Poor</p>	<p>If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.</p>	<p>Neutral</p>
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Source of Outline Evidence to support judgements

See attached reports for April to December 2017 for the services provided:




Powys report - final version 17 Money Sp - December 2017 Sh
 Powys Report April - December 2017 Sh

The Supporting People Lead has also been consulted

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

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>With increased Welfare reforms the non-provision of the services will impact significantly in the future.</p>	<p>Very Poor</p>	<p>If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.</p>	<p>Neutral</p>
<p>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>There will be less resource in the communities to address financial hardship and homelessness and the services will not be able to collaborate with others if not available.</p>	<p>Poor</p>	<p>If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.</p>	<p>Good</p>

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>	There will be less resource in the communities to address financial hardship and homelessness	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	There will be less resource in the communities to address financial hardship and homelessness and therefore less understanding of the root causes.	Very Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	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>	There will be less resource in the communities to address financial hardship and homelessness	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	There will be less resource in the communities to address financial hardship and homelessness	Very Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	There will be less resource in the communities to address financial hardship and homelessness	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	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?	IMPACT Please select from drop down box below	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.	There will be less resource in the communities to address financial hardship and homelessness which in turn can impact on the welfare health and wellbeing of all groups.	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral
Impact on Powys County Council Workforce	The services not being available will put additional pressure on the statutory services provided by the Council,	Poor	If the services are provided as part of SP grant there may be an opportunity to increase the capacity of the services by adopting the SP strategic approach and work with other service providers. The services if they adhere to the SP strategy could be expanded to match increasing demand.	Neutral

Source of Outline Evidence to support judgements

See attached reports for April to December 2017 for the services provided:



Powys report - final version 17 Money S



Powys Report April - December 2017 Sh

The Supporting People Lead has also been consulted

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Medium
Mitigation		
If the services are funded from Supporting People grant there could be the possibility to expand the services in Powys complimenting other support services particularly at a time of Welfare Reform and the introduction of Universal Credit in Powys.		

9. What are the risks to service delivery or the council following implementation of this proposal?

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Fewer Housing Options advice and assistance in Powys	Medium	Funding services from SP grant	Low
Increased homelessness and increased poverty.	Very High	Funding services from SP 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
			Low Risk

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
SPMB agree funding of services via SP grant	31 st March 2019	Fund and possibly expand services in Powys	
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The change in funding from general fund to SP grant is an opportunity to integrate the services into the whole system SP grant services for homeless prevention. The services would be monitored via the SP grant measures and outcomes there may be an opportunity to expand the services when considered in the round of all SP grant funded schemes.	

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

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

The success of the SP strategy in delivering greater capacity while grant has reduced.

14. On-going monitoring arrangements?

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

If the services via SP grant they will be monitored and reported on via the agreed SP strategy framework of measures/outputs.

Please state when this Impact Assessment will be reviewed.

March 2019

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Simon Inkson		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Cllr James Evans		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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

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Service Area	HTR	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Phyl Davies
Proposal	blue badge concession review						
Outline Summary / Description of Proposal							

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

The provision for a saving or increased net income £100k from reducing the concession afforded to blue badge holders has been identified for the 2018/19 financial year. The scope of the project is to explore, review and assess how this can be achieved within the car parking service.

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

In the 3 years from April 2015 there were 10,412 successful applications for a blue badge in Powys. A blue badge is valid for a 3 year period, the holder must then reapply.

By not charging blue badge holders to park in its car parks, the council are not recovering their full potential income. By allowing blue badge holders to park for an unlimited time for free the turnover of spaces is not encouraged which can be an issue in highly populated short stay car parks. To date the council have in excess of 3800 parking bays within its car parks. 321 of these are within short stay car parks. The authority currently has 153 disable bays throughout the county which equates to 4% of the total number of bays. The nationally recommended figure is 6%.

The Blue Badge Scheme is a national arrangement that gives parking concessions to people with severe walking difficulties, whether they're drivers or passengers. This helps the person with the badge to lead a normal life by making it easier to get out and about. The blue badge is designed to allow holders to park closer to the facility which they are visiting, usually within designated bays or on waiting restrictions whereby they would not cause a danger or obstruction. The blue badge does not provide a right to park for free where charges are made since this is at the discretion of the local authority.

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

A consultation exercise was undertaken during May-July 2018 on the proposal and following feedback, informal Cabinet recommended the proposal be altered to allowing the first 3 hours free for blue badge holders.

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

Version	Author	Job Title	Date
1	Tony Caine	Traffic and travel manager	16/11/2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£50k				

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation undertaken end of May to mid-July 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

It is not expected that the proposal will affect other services areas of the Council.

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

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	The introduction of charges may reduce visitors who are blue badge holders to local towns. During audits of car parks 15% of car park users were found to be blue badge holders.	Poor	Post implementation car park audits will be undertaken to see if there is a decrease in blue badge holders using the car parks. Other authorities currently charge blue badge holders but allow only an additional hour on top of their paid tariff as a concession. Therefore it is common practice in other areas and over time it is expected any initial migration of blue badge holders may reduce.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.

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	This proposal has the potential to significantly impact on the ability of people with a disability and in receipt of a blue badge to access their communities and lead a fulfilled live	Poor	Subsidy will be provided by providing the first 3 hours free. A review of the accessibility of pay meters will be undertaken and where by these are not deemed to be accessible and no other means of payment is available then the Council will not implement the charge until remedial work has been undertaken to ensure the pay meters are accessible.	Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

Surveys of existing use by blue badge holders
 Benchmarking other Welsh Authorities and neighbouring English Authorities on current practice on blue badge concessions was undertaken.

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.	N/A	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).	N/A	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.	If a blue badge holder has low income and uses the car park to attend a social clubs or other session, they may not be able to afford the car parking prices and therefore may not attend. This could have a significant impact on peoples wellbeing and potentially cause isolation. This in turn could have further impact on other Council budgets such as ASC.	Poor	People with blue badges will be given three hours free parking People with disabilities can apply for a free bus pass entitling them to free public transport within the county. Community transport may also be available. Fully accessible public transport can provide an alternative to using a private motorcar.	Neutral

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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>If this leads to isolation people may not feel part of the local communities</p>	<p>Poor</p>	<p>People with blue badges will be given three hours free parking. People with disabilities can apply for a free bus pass entitling them to free public transport within the county. Community transport may also be available. Fully accessible public transport can provide an alternative to using a private motorcar.</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>A small possibility that blue badge holders may no longer use the car parks and town shops due to having to pay. If a blue badge holder has low income and uses the car park to attend a social club or shop, they may not be able to afford the car parking prices and therefore may not attend the club or utilise the shop.</p>	<p>Poor</p>	<p>People with blue badges will be given three hours free parking. People with disabilities can apply for a free bus pass entitling them to free public transport within the county. Community transport may also be available. Fully accessible public transport can provide an alternative to using a private motorcar.</p>	<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>No real impact - the service would continue as before.</p>	<p>Neutral</p>	<p>Service would remain the same</p>	<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>
<p><i>Welsh Language impact on staff</i></p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>N/A</p>	<p>Choose an item.</p>		<p>Choose an item.</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	All age groups will be effected as any aged person could hold a blue badge. However it is known that the majority of blue badges are held by an older person. With an aging population, if charges are not introduced, the Council potentially could lose more income in the future as there is likely to be more blue badge holders.	Poor	<p>People with blue badges will be given three hours free parking.</p> <p>People with disabilities can apply for a free bus pass entitling them to free public transport within the county. Community transport may also be available. Fully accessible public transport can provide an alternative to using a private motorcar.</p>	Neutral
Disability	The introduction of car park charges for blue badge will mean they no longer qualify for free parking and this may lead to them electing not to visit a town.	Choose an item.	<p>People with blue badges will be given three hours free parking.</p> <p>People with disabilities can apply for a free bus pass entitling them to free public transport within the county. Community transport may also be available. Fully accessible public transport can provide an alternative to using a private motorcar.</p>	Neutral
Gender reassignment	N/A	Choose an item.		Choose an item.
Marriage or civil partnership	N/A	Choose an item.		Choose an item.
Race	N/A	Choose an item.		Choose an item.
Religion or belief	N/A	Choose an item.		Choose an item.
Sex	N/A	Choose an item.		Choose an item.
Sexual Orientation	N/A	Choose an item.		Choose an item.
Pregnancy and Maternity	N/A	Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

Benchmarking other Welsh Authorities and neighbouring English Authorities on current practice on blue badge concessions was undertaken.

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.	Short term budget need to be balanced otherwise this will have a knock on effect long term. It is known that the majority of blue badges are held by an older person. With an aging population, the Council potentially could lose more income in the future as there is likely to be more blue badge holders.	Good	People with blue badges will be given three hours free parking on top of their paid tariff.	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	A full consultation has been carried out. The feedback from this will be collated and form part of the closing consultation report and recommendation moving forward.	Neutral		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The currently free parking may be assisting keeping people to be independent in accessing the community and may be preventing the need for more costly statutory input from the council.	Poor	Community transport scheme and maximising income from welfare benefit checks may assist in keeping people to be independent	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.

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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.	Blue badge holders may have a low income and cannot afford the charges	Poor	People with blue badges will be given three hours free parking. Advertisement will be carried out and a communication plan created.	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	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.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
Benchmarking other Welsh Authorities and neighbouring English Authorities on current practice on blue badge concessions was undertaken.				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

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People with blue badges will be given three hours free parking. Results of the consultation highlighted most blue badge holders use off street car parks for up to 3 hours and therefore they will still benefit from free parking.

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
Mitigation		
<p>A review of the accessibility of pay meters will be under taken and where by these are not deemed to be accessible then the Council will not implement the charge until remedial work has been undertaken to ensure the pay meters are accessible.</p> <p>A review on the provision of the number of disabled spaces will be undertaken and improved upon with the aim of reaching the national guideline of 6% of the spaces.</p>		

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Increase of parking on double yellow lines – Blue badge holders can park on double yellow lines for a maximum of 3 hours which may give rise to safety concerns or affect free flow of traffic	Medium	Civil Enforcement Officers to patrol yellow lines and enforce when required. The Police are the enforcing authority for dangerous or obstructive parking and can take appropriate action.	Low
High level of complaints about the introduction of charges from blue badge holders and businesses	Low	Implement a communication strategy to minimise complaints	Low
Accessing services – badge holders may not be able to afford the parking fees and therefore may not be able to access certain council services	Low	People with blue badges will be given an hours free parking on top of their paid tariff.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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The reduction of the concession for blue badge holders may lead to isolation from communities by a section of blue badge holders who may be unable to afford to pay for parking. However, in mitigation, three hours parking will be provided on top of the paid for time when a blue badge is displayed. The issue of blue badges are not means tested and whilst a proportion of holders may rely upon benefits, parking charges are not waived for non-blue badge holder who similarly rely upon benefits.

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

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

Car park audits of blue badge usage – this showed 15% of car park users are blue badge holders who currently utilise council owned car parks for free. Other local authorities currently charge blue badge holders but allow an additional hour on top of their paid tariff as a concession, a number of other authorities do not offer any concession to blue badge holders or offer alternative concessions. Hereford Council currently offer the same proposed 3 hours free to badge holders.

12. On-going monitoring arrangements?

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

Car park audits of blue badge holder usage
 Monitor car park income
 Monitor the number of Penalty Charge Notices contested by blue badge holders
 Monitor whether there is an increase yellow line parking

Please state when this Impact Assessment will be reviewed.

12 months post approval.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Tony Caine		16/11/2018
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr Phyl Davies		

14. Governance

Decision to be made by	Portfolio Holder	Date required	December 2018
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FORM ENDS

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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	Highways, Transport and Recycling	Head of Service	Adrian Jervis	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
Proposal	Rationalisation of HWRCs						
Outline Summary / Description of Proposal							
<ul style="list-style-type: none"> Joint agreement with NPT Renegotiate existing contract to end of term Commissioning exercise for operation of service from July 2020 							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£150k	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
N/A		

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

Version	Author	Job Title	Date
1.0	Ashley Collins	Senior Manager – Compliance and Waste Strategy	10 th December 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:	Contact Officer liaised with:
Mitigation	
N/A	

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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	N/A	Neutral	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Neutral	N/A	Neutral
Learning and skills We will strengthen learning and skills	N/A	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	Sharing a site with Neath Port Talbot will be positive for communities in both Council areas	Very Good	N/A	Very Good

Source of Outline Evidence to support judgements
N/A

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	N/A	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).	N/A	Neutral	N/A	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	N/A	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Sharing a site with Neath Port Talbot will be positive for communities in both Council areas	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.	N/A	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>	N/A	Neutral	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	All promotional material is produced in both languages.	Good	N/A	Good
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	Neutral
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>	N/A	Neutral	N/A	Neutral
<i>Disability</i>	N/A	Neutral	N/A	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

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Source of Outline Evidence to support judgements
N/A

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Sharing a site with Neath Port Talbot will be positive for communities in both Council areas, and provide a long term solution for both Counties	Good	N/A	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Sharing a site with Neath Port Talbot will be positive for communities in both Council areas, and provide a long term solution for both Counties	Good	N/A	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral	N/A	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	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.	Sharing a site with Neath Port Talbot will be positive for communities in both Council areas, and provide a long term solution for both Counties	Good	N/A	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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	N/A	Neutral	Views will be sought via the consultation process	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	Some impact on working practices with changes to how garden waste is collected	Neutral	Workforce will be involved in implementation	Neutral
Source of Outline Evidence to support judgements				
N/A				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	High	Medium
Mitigation		
Effective negotiation with contractor		

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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 full saving through negotiation	High	Effective negotiation with contractor	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
Make arrangements with NPT	January 2019		
Negotiate with Contractor	February 2019		
Implementation	April 2019		
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

Support Requirements	2018-19				2019-20				2020-21			
	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:

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

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

External feasibility reports and experienced learned from other authorities. Further financial analysis has also been carried out.

14. On-going monitoring arrangements?

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

Contract costs will continue to be reviewed.

Please state when this Impact Assessment will be reviewed.

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Highways, Transport and Recycling	Head of Service	Adrian Jervis	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
Proposal	Introduction of chargeable garden waste collection service						
Outline Summary / Description of Proposal							
To provide a chargeable garden waste collection service to all residents in Powys utilising an additional wheeled bin. This would replace the garden waste collection containers at the Community Recycling (Bring) Sites, although the facilities for bulkier material would remain at the Household Waste Recycling Centres located in the 5 largest centres of population. The existing 'last resort' method of collecting garden waste with the residual waste in paid for orange sacks will also be discontinued.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£250k	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	November 2018	Yes

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

Version	Author	Job Title	Date
1.0	Ashley Collins	Senior Manager – Compliance and Waste Strategy	18 th June 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

In the short term, the contact centre will receive a surge in calls whilst the new service beds in. There may be a potential increase in some fly tipping if residents and traders are not able to use the free of charge bins at the Community Recycling Sites.

Service Area informed: _____ **Contact Officer liaised with:** _____

Mitigation

Effective communication and if necessary enforcement action.

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	By increasing the amount collected for composting, waste is being used as a resource which will contribute to the circular economy	Good	N/A	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Having a kerbside collection will assist those less able to transport their garden waste to a central point	Good	N/A	Neutral
Learning and skills We will strengthen learning and skills	There will be no impact	Neutral	N/A	Neutral
Residents and Communities We will support our residents and communities	Some residents may see the removal of free banks as a reduction in service which will encourage flytipping and other antisocial behaviour. Others will see it as an additional service with the kerbside collection	Neutral	Effective communication and awareness raising	Good

Source of Outline Evidence to support judgements

External feasibility reports and experienced learned from other authorities.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Making it easier for residents to recycle their garden waste will help towards the circular economy.	Good	Good communications to boost awareness and availability of service.	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).	Increasing the amount of garden waste collected will contribute to increasing our recycling rates to conserve natural resources, reduce landfill and meet the WG targets.	Good	As above, good communications to boost awareness and availability of service.	Very 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.	Not applicable for this service change	Neutral	N/A	Neutral

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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Maximising recycling from the kerbside collection will benefit all members of the community through the positive impact on climate change and the reduction on the cost of the service allowing Council funds to be spent more effectively.</p>	<p>Good</p>	<p>All residents within the communities will need to be targeted effectively through communication and awareness.</p>	<p>Very Good</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>One of the key drivers of this change is the positive impact on climate change through the increase in recycling and reduction in landfill. It will also impact positively on social and economic well-being as funds can be diverted to be spent more effectively on services for the public.</p>	<p>Good</p>	<p>All residents within the communities will need to be targeted effectively through communication and awareness.</p>	<p>Very 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>All residents within the communities will need to be targeted effectively through communication and awareness. All promotional material is produced in both languages.</p>	<p>Good</p>	<p>Welsh speakers are available if required for awareness events.</p>	<p>Good</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>All promotional material is produced in both languages.</p>	<p>Good</p>	<p>Welsh speakers are available if required for awareness events.</p>	<p>Good</p>
<p><i>Welsh Language impact on staff</i></p>	<p>Opportunity to speak Welsh if required</p>	<p>Good</p>	<p>Welsh speakers are available if required for awareness events.</p>	<p>Good</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Not applicable for this policy/service change.</p>	<p>Neutral</p>	<p>N/A</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>				
<p><i>Age</i></p>	<p>The service will be equally available to all age groups, and is likely to be welcomed by the elderly population who may have more difficulty in transporting their garden waste and thus welcome the convenience of a kerbside collection.</p>	<p>Good</p>	<p>Effective communication and promotion of the service will ensure that all residents are aware of the benefits</p>	<p>Very Good</p>

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<i>Disability</i>	The service is likely to be welcomed by the elderly population who may have more difficulty in transporting their garden waste and thus welcome the convenience of a kerbside collection.	Good	Effective communication and promotion of the service will ensure that all residents are aware of the benefits	Very Good
<i>Gender reassignment</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral
<i>Race</i>	No impact - every household in Powys will be offered the service	Neutral	Potential to communicate with key groups if there appears to be limited recycling by a household, including providing promotional material in alternative languages.	Good
<i>Religion or belief</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral
<i>Sex</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	No impact - every household in Powys will be offered the service	Neutral	N/A	Neutral

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Source of Outline Evidence to support judgements

External feasibility reports and experienced learned from other 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: <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	There is an immediate pressure to make savings, however in the longer term there is a need to increase recycling to achieve WG targets and minimise risk of fines. Introducing garden waste collections will contribute to this aim.	Good	Effective communication and promotion to maximise the take-up of the service.	Very Good
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The move to a chargeable garden waste collection service is one of several methods of achieving the WG statutory targets. We will be working with our third party suppliers to maximise the effectiveness of the service as well as the recycling of the bulkier material at the Household Waste Recycling Centres.	Good	Maintaining proactive dialogue with third party providers on any changes to service to ensure consistent delivery.	Good
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them.</i>	Views will again be sought from residents on how to best implement the service and seek input re any concerns so as to plan accordingly for the service and how to communicate with households and about what.	Good	Results from consultation will be used to inform decision and subsequent implementation	Good
Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i>	Good communications required and engagement by Powys residents to ensure smooth implementation of service.	Good	Communications plan and resources will be put in place to help respond to any concerns expressed and encourage residents to take up the new service.	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: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	One of the key drivers of this change is the positive impact on climate change through the increase in garden waste collected for composting. It will also impact positively on people and the economy as funds can be diverted to be spent more effectively on services for the public.	Good	All residents within the communities will need to be targeted effectively through communication and awareness.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	There may be an impact on people who care for relatives and friends which is likely to be positive due to the convenience of the service	Good	Views will be sought via the consultation process	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.	N/A	Neutral	N/A	Neutral
Impact on Powys County Council Workforce	Some impact on working practices with changes to how garden waste is collected	Neutral	Workforce will be involved in implementation	Good
Source of Outline Evidence to support judgements				
External feasibility reports and experienced learned from other authorities.				

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8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Effective planning for the implementation of the changes with extensive consultation and communication.		

DRAFT

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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
Removal of Community Recycling Banks may result in some flytipping	Medium	Effective communication and awareness raising	Low
Community Groups losing income from banks at Community Recycling Sites	Medium	Effective communication and awareness raising	Low
Low take-up of new service resulting in lower income than expected	Medium	Effective communication and promotion of service	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
Consultation	November 2018		
Implementation	March 2019		
Portfolio Holder decision required	No	Date required	N/A
Cabinet decision required	Yes	Date required	
Council decision required	No	Date required	N/A

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

12. Overall Summary and Judgement of this Impact Assessment?

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

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

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

External feasibility reports and experienced learned from other authorities. Further financial analysis has also been carried out.

14. On-going monitoring arrangements?

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

The costs and impact on recycling rate will be monitored on a monthly basis to establish and analyse impact of new service

Please state when this Impact Assessment will be reviewed.

Following consultation with public

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Ashley Collins		
Head of Service:	Adrian Jervis		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Phyl Davies		

16. Governance

Decision to be made by	Date required
Cabinet	

FORM ENDS

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Please read the accompanying guidance before completing the form.

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

Tr

Service Area	HTR	Head of Service	Adrian Jervis	Director	Nigel Brinn	Portfolio Holder	Phyl Davies
Proposal	Car park charge review						
Outline Summary / Description of Proposal							
The council's car parks provide significant income to the Highways Service and is generated from Pay & Display, permits (residential / seasonal) and penalty charge notices (off & on Street).							
The provision for a saving or increased net income of £200K (£100K identified for the 2018/19 and a further £100K for 19/20 financial year). The scope of the project is to explore, review and assess how this can be achieved within the car parking service.							
One suggestion is to rationalise car park charges as the existing tariff matrix is complex with many a high number of differing tariff for various types of vehicle. Rationalising the charges should therefore make the tariffs simpler and reduce some confusion between the vehicle types.							

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

Version	Author	Job Title	Date
1	Tony Caine	Traffic and Travel Manager	30/08/2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£100k	£100K				£200K

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Changing car park charges is covered by set legal process

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

It is not expected that the proposal will affect other services areas of the Council.

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

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy	The increase in charges may reduce visitors to local towns.	Poor	Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week.	Poor
Health and Care We will lead the way in effective, integrated rural health and care	N/A	Choose an item.		Choose an item.
Learning and skills We will strengthen learning and skills	N/A	Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	Increases in parking charges may deter people from visiting towns to access services	Poor	Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week.	Poor

Source of Outline Evidence to support judgements

Welsh Government research - Assessing the Impact of Car Park Charges on town Centre Footfall, March 2015 reported *the general availability of spaces is felt by visitors to be more important than cost in their overall decision about visiting and that Whilst a 'blanket' free parking strategy has been suggested to encourage more car park users, these were generally found not to benefit target visitors ... and consequently had an unexpectedly negative impact on footfall.* <http://gov.wales/docs/caecd/research/2015/150610-assessing-impact-car-parking-charges-town-centre-footfall-en.pdf>

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Whilst the WG report concludes charges do not impact upon footfall in Town Centres, increasing charges potentially may result in some users considering more sustainable modes of transport and encourage active travel for short journeys as opposed to making the journey by car. This may therefore support the objectives of the Active Travel [Wales] Act 2013. However, the proposal may impact greater on those of low income and may affect people's choice in entering employment within the affected towns.	Poor	Annual or seasonal permits are available for use in all long stay car parks. These offer substantial discounts to regular users over the daily charges.	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).	N/A	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.	Increasing charges may result in some users considering more sustainable modes of transport and encourage active travel for short journeys as opposed to making the journey by car. This may therefore support the objectives of the Active Travel [Wales] Act 2013 to encourage people to leave their cars behind and walk/cycle where suitable to do so.	Good		Choose an item.

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A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	N/A	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.	Introducing charges may result in some users considering more sustainable modes of transport and encourage active travel for short journeys as opposed to making the journey by car. This could assist in reducing carbon emissions reducing our carbon footprint.	Good		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 real impact - the service would continue as before.	Neutral	Service would remain the same	Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	All age groups will be effected.	Neutral		Choose an item.
<i>Disability</i>	This element of the proposal has no impact upon blue badge holders.	Neutral		Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.		Choose an item.
<i>Race</i>	N/A	Choose an item.		Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.		Choose an item.
<i>Sex</i>	N/A	Choose an item.		Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.		Choose an item.

Pregnancy and Maternity	N/A	Choose an item.	Choose an item.
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Source of Outline Evidence to support judgements
.none

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

Principle	How does the proposal impact on this principle?	<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.	Short term budget need to be balanced otherwise this will have a knock on effect long term. .	Good	Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The increase in charges will affect all user groups equally	Neutral	The proposal includes offering a concession for blue badge holders.	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Proposal may increase inconsiderate or illegal parking within the surrounding area and thus have an increased call for enforcement by the Police to take action for obstruction or dangerous parking. Displaced vehicles may migrate on street in residential areas reducing availability for those residents and their visitors.	Poor	Proportionate and targeted enforcement provided to deter the practice occurring. Displaced vehicles may over the long term return to the car parks where parking is likely to be easier and more conveniently located. Additionally residents parking schemes are available which may prevent this from being an issue.	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
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	N/A	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Proposal may impact greater on those of low income and may affect people's choice in entering employment within the affected towns.	Poor	Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week	Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	N/A	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.	N/A	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	N/A	Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				
None.				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low

Mitigation

Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week

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

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

Mitigation

Appropriate communication plan will be implemented. The change in tariffs require legal notification to be issued.

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Increase of parking on street in surrounding areas	Medium	Discounted permits are available for regular car park users. The permits equate to £4.80 per week which is the equivalent of just over 1 days parking per week. Residents parking schemes are available where displacement may affect residential areas	Low
High level of complaints about the increase in charges	Low	Implement a communication strategy to minimise complaints	Low

Overall judgement (to be included in project risk register)

Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The increase in charges may impact upon people's choice to visit a town however research indicates that this is not the main consideration. Displacement of vehicles may occur into surrounding streets however targeted enforcement will aim to ensure this is not within restricted places. In addition residents permit schemes are available to residents where on street parking by visitors to a town displace residents in predominantly residential areas.	

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

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

none

12. On-going monitoring arrangements?

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

Monitor car park income
 Monitor the number of Penalty Charge Notices
 Monitor the uptake of annual/seasonal permits

Please state when this Impact Assessment will be reviewed.

12 months post approval.

13. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Tony Caine		06/12/2018
Head of Service:	Adrian Jervis		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr Phyl Davies		

14. Governance

Decision to be made by	Portfolio Holder	Date required	December 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.**

Service Area	HTR	Head of Service	Adrian Jervis	Strategic Director	Nigel Brinn	Portfolio Holder	Phyl Davies
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Policy / Change Objective / Budget Saving	<ul style="list-style-type: none"> HTR Transformation & Service Reductions equating to £700k of finance improvement
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Outline Summary

The vision of the HTR Transformation is to provide safe, compliant and cost-effective Highways, Transport, Waste and Recycling services that meet the needs of Powys residents and businesses whilst reducing the overall net subsidy from the Council. To achieve this vision, we intend to transform the HTR Service by delivering improved measurable outcomes:

- Decreasing the net cost of the HTR service through efficiency and increasing the level of income generation.
- Increasing the productivity of the workforce
- Improving service quality and customer satisfaction with the HTR service
- Ensuring safe and compliant services
- Developing staff and engaging them in the transformation of the HTR service
- Delivering increased social value and achieving objectives aligned with the Future Generations Act: employment including Apprenticeships, work experience and opportunities for vulnerable groups; use of assets, for example, to support public health and the third sector; and, local businesses

Project work streams include:

- Operations – Changing operational processes, re-structures, capital investment, logistics
- People & Productivity – sickness, working patterns / processes
- Commercial – pricing strategy, commercial culture, 3rd party spend, selling of services
- Digital – use of technology to improve efficiencies
- Communications – ensuring communication with all stakeholders

The 19/20 Transformation & Service Reduction programme will be the above £700k plus any roll forward from unachieved savings from 18/19. The project Governance is managed by the Transformation Board / briefing.

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

Version	Author	Job Title	Date
Version 1	Shaun James	Senior Manager Highways Technical	10/12/18

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement Unknown Very Poor Poor Neutral Good Very Good	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Unknown Very Poor Poor Neutral Good Very Good	Source of Outline Evidence to support judgement
Supporting people in the community to live fulfilled lives	n/a	Choose an item.		Choose an item.	
Developing the economy	n/a	Choose an item.		Choose an item.	
Improving learner outcomes for all, minimising disadvantage	n/a	Choose an item.		Choose an item.	
Remodelling council services to respond to reduced funding	The Transformation project will aim to reduce costs (productivity and 3 rd party costs) and increase income generation.	Good	Full extent of the negative impacts is not known at present, further work is required as each project is progressed.	Unknown	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement Unknown Very Poor Poor Neutral Good Very Good	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Unknown Very Poor Poor Neutral Good Very Good	Source of Outline Evidence to support judgement
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a	Choose an item.		Choose an item.	

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<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>	n/a	Choose an item.		Choose an item.	
<p>A healthier Wales: People’s physical and mental well-being is maximised and health impacts are understood.</p>	n/a	Choose an item.		Choose an item.	
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>	n/a	Choose an item.		Choose an item.	
<p>A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>	n/a	Choose an item.		Choose an item.	

Working Doc

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A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
Opportunities for persons to use the Welsh language	n/a	Choose an item.		Choose an item.	
Treating the Welsh language no less favourable than the English language	n/a	Choose an item.		Choose an item.	
Opportunities to promote the Welsh language	n/a	Choose an item.		Choose an item.	
Welsh Language impact on staff	n/a	Choose an item.		Choose an item.	
People are encouraged to do sport, art and recreation.	n/a	Choose an item.		Choose an item.	
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
Age	n/a	Choose an item.		Choose an item.	
Disability	n/a	Choose an item.		Choose an item.	
Gender reassignment	n/a	Choose an item.		Choose an item.	
Marriage or civil partnership	n/a	Choose an item.		Choose an item.	
Race	n/a	Choose an item.		Choose an item.	
Religion or belief	n/a	Choose an item.		Choose an item.	
Sex	n/a	Choose an item.		Choose an item.	
Sexual Orientation	n/a	Choose an item.		Choose an item.	
Pregnancy and Maternity	n/a	Choose an item.		Choose an item.	

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Impact Assessment (IA)

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Equality Impact on PCC Staff	n/a	Choose an item.		Choose an item.	
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4. How does your policy / change objective / budget saving impact on the council's other key guiding principles?

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement Unknown Very Poor Poor Neutral Good Very Good	What will be done to better contribute to positive or mitigate any negative impacts?	Residual Judgement Unknown Very Poor Poor Neutral Good Very Good	Source of Outline Evidence to support judgement
Sustainable Development Principle					
Long Term: Balancing short term need with long term and planning for the future.	Principles of Transformation are built around ensuring little or no detrimental impact and ensuring a sustainable solution for the future.	Neutral		Choose an item.	
Collaboration: Working together with other partners to deliver.	n/a	Choose an item.		Choose an item.	
Involvement: Involving those with an interest and seeking their views. Communication and Engagement	Where required views will be sought	Neutral		Choose an item.	
Prevention: Putting resources into preventing problems occurring or getting worse.	n/a	Choose an item.		Choose an item.	
Integration: Positively impacting on people, economy, environment and culture and trying to benefit all three.	n/a	Choose an item.		Choose an item.	
Preventing Poverty:					
Prevention, including helping people into work and mitigating the impact of poverty.	n/a	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.	n/a	Choose an item.		Choose an item.	

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Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a	Choose an item.		Choose an item.	
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5. What are the risks to service delivery or the council following implementation of this Policy / Change Objective / Budget Saving?

Description of risks		
Improvement achieved does not meet forecast / target is too ambitious		
Deter usage of services where prices are increased		
Unable to secure new markets for services		
Impact on Service	Deliverability of Policy / Change Objective / Budget Saving	Inherent Risk
Medium	Medium	Medium
Mitigating Actions		Residual Risk
Support has been provided via the MOC fund to support the programme (Project Officers, Absence Management Co-ordinators)		Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area?		
No		

6. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
The transformation programme is of medium risk. The programme is governed by the HTR Transformation Board.			
Judgement (to be included in service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	/

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

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

8. On-going monitoring arrangements?

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

The programme is governed by the HTR Transformation Board.

9. Sign Off

Position	Name	Signature	Date
Service Manager:	Shaun James		
Head of Service:	Adrian Jervis		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

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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	Powys Archives and Information Management	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Phyl Davies
Proposal	To remove one FTE post from Powys Archives and Information Management staffing structure; reduce service opening hours; and achieve other revenue savings						
Outline Summary / Description of Proposal							
Archives and Information Management							
<ul style="list-style-type: none"> The Council has a corporate responsibility to maintain its records and record-keeping systems in compliance with the legislation and regulatory environment in which it operates. In 2017 the Council completed an accommodation project for Powys Archives and Information Management and officially opened the new public facilities in October 2017 based on a four day a week opening. Powys Archives collects and preserves records relating to Powys' cultural and historical past in accordance with legislation, and in turn provides access to them through a public search room. The service currently holds around 3000 linear metres of material dating from the fourteenth century to the present day. The Information Management Service provides help and advice to all areas of the Council on information management issues including records management practices and procedures. The Service manages and stores around 250,000 files of semi-current and non-current records, which are retained for a certain period of time for legal, financial, administrative or operational reasons. 							
Proposals							
<ul style="list-style-type: none"> To undertake a review and reduction in the staffing structure, saving £32,000. The impact will mean the public search room hours would have to be reduced from four to two days a week. There is a further proposal to reduce the revenue budget by removing £14,000 from the Service's "shredding" budget (confidential destruction of records which have reached the end of their retention). Documents will however continue to be confidentially shredded in line with the Corporate retention schedule. 							

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Impact Assessment (IA)

The integrated approach to support effective decision making



1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£46,000	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	31 March 2019	Yes

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

Version	Author	Job Title	Date
V1	Catherine Richards	Principal Lead Museums, Archives and Information Management	6/09/2018

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4. Impact on Other Service Areas

<p>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>	
Empty space for response	
<p>Service Area informed:</p>	<p>Contact Officer liaised with:</p>
<p>Mitigation</p>	
Empty space for mitigation details	

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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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<p>Powys Archives' visitors significantly boost the local economy using shops, eateries and accommodation.</p> <p>Visitor surveys show that 90% of Archive users come into the locality of Llandrindod Wells for the specific purpose of using the archives i.e. the Archives Service is their driver for visiting and 50% of users came from over 61km away.</p> <p>33% took overnight accommodation and 58% ate out locally, generating 376 hotel bed occupancies and 664 restaurant visits. These figures are all higher than for the total combined Welsh services.</p> <p>The Archive Service can also provide information resources to support business operations. Powys Archives has been used for all sorts of operations such as restoration and regeneration projects, planning new developments and identifying boundaries.</p>	<p>Poor</p>	<p>Reducing the staffing structure as proposed will mean the public search room hours would have to be reduced from four to two days a week. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Poor</p>

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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	Visits to Powys Archives improve the health and wellbeing of residents and research for recreational purposes boosts mental health, along with social interaction. Volunteering contributes to community wellbeing and improves the Archive Service in addition to enabling personal development and involvement with heritage. Access to arts and cultural services overall enhances wellbeing.	Poor	Reducing the staffing structure as proposed will mean the public search room hours would have to be reduced from four to two days a week. At this stage there is little that can be done to mitigate any negative impacts.	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
<p>Learning and skills We will strengthen learning and skills</p>	<p>Archive Services have proved to be 'safe' places in which people can learn and develop. This learning experience can come about either as a user or a volunteer. Researching archives requires individuals to develop a whole range of skills from specialist areas such as palaeography (the study of old handwriting) through to the ability to analyse large amounts of information, set goals and organise workloads. Allied to this is access to a unique information resource. The Archives holds records that for the most part cannot be found elsewhere such as Council records, maps and plans, personal papers and business records. 98% of visitors to Powys Archives agree that archives provide opportunities for learning.</p> <p>For volunteers the payback can be significant in terms of skills and employability. In a report by the National Council on Archives into volunteering in archives 32% of those questioned felt archive volunteering had helped with their sense of being part of a workplace, 28% felt it had helped them learn or improve their IT or other work-related skills, and 16% felt it had improved their confidence to look for work.</p> <p>Archives have always been a vital resource of educational attainment. Archives are well known as the source material for high qualifications such as PhDs and MAs. But they have been widely used to bring a wide range of school subjects to life such as history, geography, English and maths, and provide the stimulus for projects as such as art and drama</p>	<p>Poor</p>	<p>Reducing the staffing structure as proposed will mean the public search room hours would have to be reduced from four to two days a week. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Poor</p>

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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
	productions. For example, the National Curriculum for history includes local history research using archives.			
<p>Residents and Communities We will support our residents and communities</p>	<p>Powys Archives holds, cares for and continues to develop collections for the county which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.</p> <p>Powys Archives provides a place where one can be welcomed and feel part of the community. They are safe environments where people come together through mutual interest. In the report by the National Council on Archives into volunteering in archives its research found 48% of those questioned felt working as an archive volunteers had enabled them to meet new people or socialise and 31% felt it had helped with their sense of being part of a community. There is strong anecdotal evidence that regular users have a similar response.</p> <p>A good archive service contributes to the strength of the local community.</p>	<p>Poor</p>	<p>Reducing the staffing structure as proposed will mean the public search room hours would have to be reduced from four to two days a week. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Poor</p>

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Source of Outline Evidence to support judgements

PSQG (Public Services Quality Group) archive visitors' surveys undertaken every 18 months.
 Powys Archives consultation survey 2015 (320 forms completed)
 Powys Archives annual website statistics, usage and feedback
 Interviews with Powys Archives users 2015 (30 interviews conducted)
 Informal feedback – written and verbal

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.	Powys Archives provides an efficient use of resources through records and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both develop skills for employability.	Poor	Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government's well-being goals. At this stage there is little that can be done to mitigate any negative impacts.	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).	N/A	Choose an item.		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>Visits to cultural/heritage services such as Archives improves the overall health and wellbeing of residents, and research boosts mental health, along with social interaction.</p> <p>Volunteer opportunities also boost health related outcomes.</p>	<p>Neutral</p>	<p>Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government’s well-being goals. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Choose an item.</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Visitor surveys show that:</p> <ul style="list-style-type: none"> • 61% are using Powys Archives for family history research, 35% for local history research • 100% agreed that “I improved my knowledge in an area of interest” • 91% agreed that “I developed new skills or improved existing skills (in research, use of ICT, etc.)” • 100% agreed that “I have a greater understanding of my community, its history and people” • 97% agreed that “I enjoyed myself” • 100% agreed that “I am inspired to find out more” 	<p>Poor</p>	<p>Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government’s well-being goals. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Choose an item.</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>Powys Archives promotes the cultural life of our county, it encourages active participation in culture, protects our heritage, helps expand our international profile and contributes to our tourism industry.</p>	<p>Poor</p>	<p>Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government's well-being goals. At this stage there is little that can be done to mitigate any negative impacts.</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>				
<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>Providing access to archives for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.</p>	<p>Poor</p>	<p>Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government's well-being goals. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Poor</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Poor</p>	<p>As above</p>	<p>Poor</p>
<p><i>Welsh Language impact on staff</i></p>	<p>There are no Welsh language speaking staff within the Archives and Information Management Service at this current time.</p>	<p>Neutral</p>	<p>Seek to recruit Welsh speaking members of staff and volunteers wherever possible</p>	<p>Neutral</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Powys Archives enable people to explore collections for inspiration, learning and enjoyment</p>	<p>Poor</p>	<p>Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government's well-being goals. At this stage there is little that can be done to mitigate any negative impacts.</p>	<p>Poor</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				

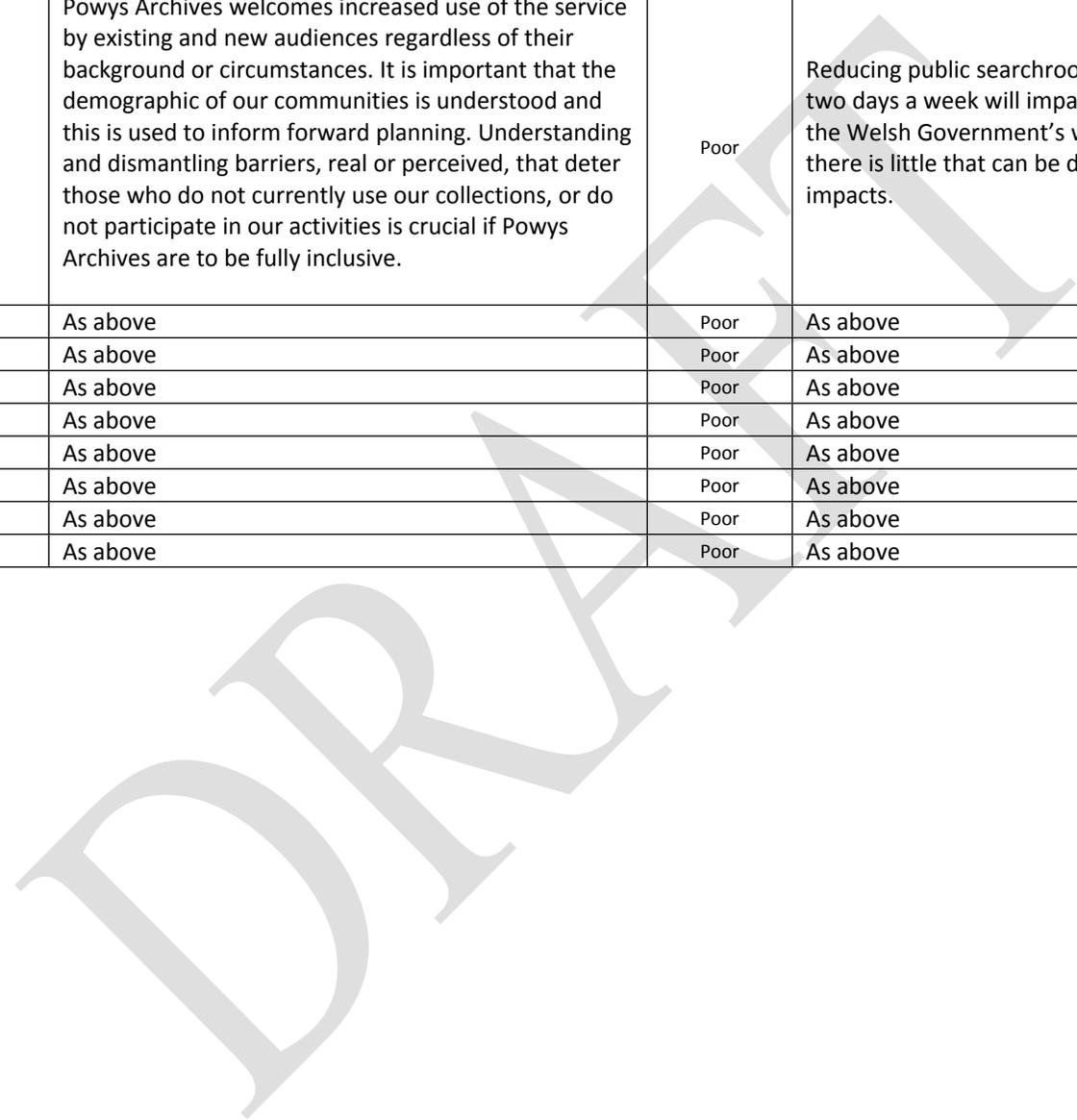
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Age	Powys Archives welcomes increased use of the service by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently use our collections, or do not participate in our activities is crucial if Powys Archives are to be fully inclusive.	Poor	Reducing public searchroom opening hours from four to two days a week will impact on the service contributing to the Welsh Government's well-being goals. At this stage there is little that can be done to mitigate any negative impacts.	Poor
Disability	As above	Poor	As above	Poor
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

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Source of Outline Evidence to support judgements

PSQG (Public Services Quality Group) archive visitors' surveys undertaken every 18 months.
 Powys Archives consultation survey 2015 (320 forms completed)
 Powys Archives annual website statistics, usage and feedback
 Interviews with Powys Archives users 2015 (30 interviews conducted)
 Informal feedback – written and verbal

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

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	It has been explained above that the proposals to reduce staffing meaning reducing access to the Archives public search room from 4 days a week to 2 days a week generally has a poor impact on both the Council's strategic vision and Welsh Government's well-being goals. It is therefore anticipated that there will be a negative impact on the Council's other key guiding principles also.	Poor	Reducing public searchroom opening hours from four to two days a week will impact service aims and objectives. At this stage there is little that can be done to mitigate any negative impacts.	Poor
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	As above	Poor	As above	Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As above	Poor	As above	Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	As above	Poor	As above	Poor
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	Poor	As above	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.	As above	Poor	As above	Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	As above	Poor	As above	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.	As above	Poor	As above	Poor
Impact on Powys County Council Workforce	The Records Manager post is currently vacant. No redundancies will result.	Poor	As above	Poor
Source of Outline Evidence to support judgements				
PSQG (Public Services Quality Group) archive visitors' surveys undertaken every 18 months. Powys Archives consultation survey 2015 (320 forms completed) Powys Archives annual website statistics, usage and feedback Interviews with Powys Archives users 2015 (30 interviews conducted) Informal feedback – written and verbal				

8. Achievability of proposal?

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

Reducing public searchroom opening hours from four to two days a week will impact service aims and objectives. At this stage there is little that can be done to mitigate any negative impacts.

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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
Risk of the Council not being able to meet its Statutory requirements in relation to Archives and records management, facing significant risk of direct action from the Information Commissioners Office, The National Archives, Welsh Government.	High	Reducing the staffing levels and in turn the public searchroom opening hours from four to two days a week will impact service aims and objectives. At this stage there is little that can be done to mitigate any negative impacts.	High
Risk of the National Archives removing the Council's Public Record status through lack of staffing. In 2011 the Council responded to this threat by developing new facilities for both Powys Archives and Information Management at Unit 29 Ddole Road.	High	Alternative delivery models would need to be investigated – including out-of-county storage, which would be more expensive than the current arrangement.	High
Reputational risk: the council has spent £1.6m developing new accommodation for the two services reducing opening hours are highly likely to attract public criticism	Medium	None at this point.	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
Remove one FTE post from the structure	Implementation by 1 April 2019		
Remove a quantity of shredding budget from the Service's revenue budget	Implementation by 1 April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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12. Overall Summary and Judgement of this Impact Assessment?

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

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

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Service Area	Youth Service	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Rachel Powell
Policy / Change Objective / Budget Saving	Youth Service savings target – including YFC and URDD – 2019/20						

Outline Summary

As part of a two-year savings plan, the Youth Service is required to make savings of £165,089 in 2019/20

This impact assessment will look at the impact for 2019/20 - £165,089

- A Reduction in grant payments to both the Urdd and the 3 YFC federations.
YFC – each federation will receive £10,000 for 2019-2020
Urdd will receive a grant payment of £10,000 to cover the whole of Powys. Total grant given - £40,000
- Savings offered from the Youth Service core budget will be £92,000. The remaining £73k savings will be made by reduction to the core budget, but directly off-set by grant support from Welsh Government (including £57k in new grants set against the Emotional Health & Wellbeing agenda). There will be no change to the open access youth worker provision for 2019-20 however the high dependency on grant payments will make the service extremely vulnerable if there is a reduction in grant funding made available from 2020 onwards.

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

Version	Author	Job Title	Date
V2	Helen Quarrell	Principal Youth Officer	18/12/2018

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

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

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Services delivered for less</p>	<p>The previous delivery model could not be sustained with reduced funding.</p> <p>However, the Youth Service provision contributes greatly to the early intervention and prevention agenda, which seeks to support issues arising before they become critical, reduces criminal behaviour and lower the requirement for more expensive, intense intervention, from e.g. Social Services, Youth Justice, Mental Health Services and the Police.</p> <p>Open-access provision also has a strategic role to play by offering a mechanism to identify potentially vulnerable young people and working with young people who are post-statutory education age in the community.</p> <p>Youth provision supports young people’s personal development and teaches them to make informed choices and understand consequences. It supports them to have better Life Chances and to be actively engaged in the community</p> <p>It has been shown that the cost of late intervention falls most heavily on Local Authorities.</p>	<p>Very Poor</p>	<p>A. Conversation will take place with YFC/URDD - how they continue to deliver services with reduced grant aid from PCC</p> <p>C. Reducing the Open Access weekly provision from two nights to one night a week</p>	<p>Poor</p>	<ul style="list-style-type: none"> • National Youth Work Strategy 2014-2018 • Welsh Government Youth Work Charter • Youth engagement and progression framework • EIF - The Cost of Late Intervention

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Supporting people in the community	<p>Removal of the grant aid for YFC and the URDD will mean reduced opportunities and may lead to isolation, lack of opportunities in the language of choice.</p> <p>Limited holiday provision – limited funding and youth work hours to provide diversionary holiday activities for young people.</p>	Poor	<p>Both YFC and URDD will continue to provide welsh language and rural youth work, through the fund raising, national funding. The removal of the PCC grant will not mean they cease to exist but it will limit opportunities to support young people in Powys.</p> <p>Use existing funding from Police and Crime commissioner to fund a limited programme of activities across Powys during the holiday time.</p>	Poor	
Developing the economy	<p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.</p> <p>The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	Poor	<p>We will look to further develop the accreditation of the work delivered by the targeted Youth Service in and outside schools.</p> <p>However, there is very limited financial and time resource available to accredit open access work.</p>	Poor	<ul style="list-style-type: none"> • Capability mapping exercise delivered by PAVO; • ARAD Research Appraisal of Options

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Council Priority	How does the policy / change objective impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Learning	<p>Reduction in opportunities in Welsh Language by the URDD. Reduction in opportunities for the rural community from the YFC provision.</p> <p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people.</p>	Poor	<p>Discussion to be held with URDD and YFC to consider options for young people in Powys with reduced direct funding from PCC.</p> <p>The move towards a targeted provision in schools will increase access that some young people have to a youth worker and consequently support learner outcomes for more young people.</p> <p>We will look to develop the relationships with the high schools to maximise the opportunities available and work with them on implementing Curriculum for Life.</p>	Poor	<ul style="list-style-type: none"> Youth Work in Schools in Wales Summary Report Principal Youth Officers' Group Discussion Paper National Youth Agency Commission into the role of youth work in formal education Youth Work in Wales: Principles & Purposes Powys Youth Service Curriculum Strategy

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

Well-being Goal	How does the policy / change objective contribute this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
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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>Reduction of YFC/URDD funding will lead to reduction in opportunities for young people in rural locations and through the language of their choice, welsh language.</p> <p>Potential for reduction in accredited opportunities. Less support available for the re-engagement of vulnerable young people.</p> <p>A limited early intervention /prevention services will lead to an increased burden on late intervention services such as social services, youth justice, the police and the health board.</p> <p>This additional cost will lead to less public money available for other spending priorities.</p>	<p>Very Poor</p>	<p>Explore the URDD and YFC existing support to ensure young people of Powys are not at a disadvantage.</p> <p>Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a vastly reduced level compared to current levels). A limited level of youth worker support will be retained, in schools Support will be directed at those identified as most in need of support, however there will continue to be gaps e.g. non-school attenders and those older than school age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> • Structure Chart • Performance Reports
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<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Reduction of YFC/URDD funding will lead to reduction in opportunities for young people in rural locations and through the language of their choice, welsh language.</p> <p>Fewer opportunities to deliver informal / non-formal learning around the environment, ecology and ecosystems.</p> <p>More travel required to access a reduced level of youth provision.</p>	<p>Poor</p>	<p>A reduced offer to young people in rural Powys and through the language of their choice, Welsh language, discussion to be held around existing offer.</p> <p>We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns.</p> <p>We will consider travel when designing school-based provision such as after-school clubs.</p>	<p>Neutral</p>	
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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Reduction of YFC/URDD funding will lead to reduction in opportunities for young people in rural locations and through the language of their choice, welsh language.</p> <p>A reduction in contact time with youth workers. Fewer young people (and their families) in need being identified at an early stage for support, signposting and referral to other services.</p> <p>This limited early intervention / prevention work will have a negative financial impact on late intervention services such as Youth Justice, Social Services and the Health Board.</p> <p>Reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing.</p> <p>A reduction in the opportunities for socialising outside school with peers, and learning important social and life skills which contribute to healthy body and minds.</p> <p>Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.</p>	<p>Very Poor</p>	<p>Reduction in opportunities for Young Farmers to meet or Young people to converse in Welsh could lead to isolation, review existing provision to ensure this does not happen.</p> <p>We will discuss health and well-being when developing an appropriate range of informal / non-formal learning opportunities with schools.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in those towns.</p> <p>However, there will be significant gaps in provision, especially for those of post-statutory education age.</p>	<p>Poor</p>	<ul style="list-style-type: none"> • Youth Work Alliance Wales Programme for Government
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<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Fewer activities may result in young people 'hanging around', leading to fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, including those where the Youth Service works with partners such as Road Safety, the Police, the Fire Service and the Health Board.</p> <p>Reduced opportunity to challenge inappropriate behaviour, language and views which can lead to social isolation.</p>	<p>Very Poor</p>	<p>The reduction in funding will result in limited capacity and resources to respond to community needs.</p> <p>However partnerships and joint working arrangements may bring added value.</p>	<p>Very Poor</p>	<p>PYOG - Role of Youth Work in preventing offending behaviour</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>Reduction in delivery of curriculum activities concerned with citizenship, information and advocacy.</p>	<p>Poor</p>	<p>YFC and URDD – discussion to be held with both services to establish existing provision and opportunities for young people across Powys. Discussion to be held with schools when developing an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to young people in Powys.</p>	<p>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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<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>Reduction of URDD grant to provide Welsh Language Youth Work across the county.</p> <p>Limited existing Welsh Speakers in the Youth Work Team</p>	<p>Very Poor</p>	<p>Offer the Welsh Language PCC courses to all the Youth Team.</p> <p>We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p>	<p>Very Poor</p>	
<p><i>Treating the Welsh language no less favourable than the English language</i></p>	<p>There will be a reduction in overall level of youth service provision but the intention is to continue to engage with young people in the language of their choice</p>	<p>Very Poor</p>	<p>Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd) with reduced grant aid payments offered.</p>	<p>Very Poor</p>	
<p><i>Opportunities to promote the Welsh language</i></p>	<p>An overall reduction in youth provision, meaning fewer opportunities to promote the Welsh language.</p>	<p>Very Poor</p>	<p>Explore supporting third party organisations that deliver projects and activities promoting Welsh language and culture with no funding attached.</p> <p>We will discuss this with schools when developing an appropriate range of informal / non-formal learning opportunities.</p>	<p>Very Poor</p>	
<p><i>Welsh Language impact on staff</i></p>	<p>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.</p>	<p>Poor</p>	<p>Encourage staff to take up the 'learning welsh' opportunities provided by PCC.</p>	<p>Neutral</p>	
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>An overall reduction in youth provision, meaning fewer opportunities to participate in sport, art and recreation.</p>	<p>Poor</p>	<p>We will discuss this with schools and the third sector when developing an appropriate range of informal / non-formal learning opportunities.</p>	<p>Poor</p>	
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>					

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Age	<p>Services for 11 – 25 year olds with focus on 13 – 19. Reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services.</p> <p>There will be a reduction in the range of positive activities provided, (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 will be impacted upon.</p>	Very Poor	<p>YFC and URDD – discussion to be held with both services to establish existing provision and opportunities for young people across Powys.</p> <p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.</p>	Poor	
Disability	<p>Reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	Poor	<p>There is limited capacity for work in special schools and this is a clear gap that needs to be addressed.</p>	Poor	
Gender reassignment	<p>Reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	Poor	<p>Each Youth Hub has had training around LGBT and gender reassignment issues and will be able to offer support to young people when issues arise.</p> <p>We will work to ensure that targeted support is available to recognise young people’s needs.</p>	Neutral	
Marriage or civil partnership	No impact	Neutral		Neutral	

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<p>Race</p>	<p>Racism will continue to be challenged through the schools and open access provision.</p> <p>However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	<p>Poor</p>	<p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>Appropriate training for youth workers will be available.</p> <p>We will work to ensure that targeted support is available to recognise young people's needs.</p>	<p>Neutral</p>	
<p>Religion or belief</p>	<p>Intolerance will continue to be challenged through the schools and open access provision.</p> <p>However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	<p>Poor</p>	<p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>Appropriate training for youth workers will be available.</p> <p>We will work to ensure that targeted support is available to recognise young people's needs.</p>	<p>Neutral</p>	
<p>Sex</p>	<p>The 'C' card scheme will be maintained and relationship issues will still remain a focus for the curriculum promoting healthy sexuality.</p> <p>However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	<p>Poor</p>	<p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>Appropriate training for youth workers will be available. Working with other LEA/Youth Services and Agored Cymru to develop new training course.</p> <p>We will work to ensure that targeted support is available to recognise young people's needs.</p>	<p>Neutral</p>	

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<p><i>Sexual Orientation</i></p>	<p>Intolerance will continue to be challenged through the schools and open access provision.</p> <p>However, reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p>	<p>Poor</p>	<p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>Appropriate training for youth workers will be available.</p> <p>We will work to ensure that targeted support is available to recognise young people's needs.</p>	<p>Neutral</p>	
<p><i>Pregnancy and Maternity</i></p>	<p>Reduced funding will impact on our ability to engage with young people who are not in mainstream school.</p> <p>We are no longer supporting Young Parent's groups.</p>	<p>Poor</p>	<p>We will work to ensure that targeted support is available to recognise young people's needs.</p>	<p>Poor</p>	

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

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Sustainable Development Principle (5 ways of working)					
<p><i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i></p>	<p>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.</p> <p>The current structures and delivery models are not sustainable given the level of savings required.</p> <p>The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for young people.</p> <p>Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.</p> <p>The opportunities for gaining alternative accreditation through informal / non-formal learning will be reducing, meaning young people may have fewer qualifications, leading to more difficulties in accessing further education and employment.</p>	<p>Poor</p>	<p>YFC and URDD – discussion to be held with both services to establish existing provision and opportunities for young people across Powys.</p> <p>To explore the potential of carrying out some long term, generational, decadal planning, review census data, etc.</p> <p>The long term goal is to seek out new opportunities and work closely with community groups and third sector to deliver youth-based activities and projects across the county.</p> <p>The role of supporting those most in need of Youth worker support will be strengthened, through staff based in High Schools and targeted provision.</p>	<p>Poor</p>	

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Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>Following on from the completion of the research work undertaken by Arad and PAVO it is clear that collaboration is required to deliver universal youth services to all young people in Powys.</p> <p>However, there will be a reduced range of activities where the Youth Service directly works with partners such as Road Safety, the Police, the Fire Service and the Health Board.</p>	<p>Poor</p>	<p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners.</p>	<p>Neutral</p>	
<p>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</p>	<p>Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.</p>	<p>Neutral</p>	<p>Ensure that all existing and new partners are actively involved in consultation, participation and planning.</p> <p>We will conduct annual surveys with young people and parents to inform any service development and commissioning.</p>	<p>Good</p>	<p>Draft Powys Children and Young People's Participation Strategy 2015-2018</p>

Principle	How does the policy / change objective impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring.</i></p>	<p>Reduced contact time with professional youth workers resulting in fewer young people (and their families) able to access the range of support available.</p> <p>Reduced funding for YFC and Urdd will have a negative impact of the community.</p> <p>This can include – Access to other Young People, having a safe space outside the family setting, being socially included.</p> <p>Reduction in the range of positive activities which supports young people’s physical and mental wellbeing (citizenship, sports, arts, health).</p> <p>Signposting and referral to other support services.</p> <p>Without this support, situations will develop which require a higher, more costly level of intervention, such as targeted support or Social Services.</p>	<p>Very Poor</p>	<p>YFC and URDD – discussion to be held with both services to establish existing provision and opportunities for young people across Powys.</p> <p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners.</p> <p>A reduced level of youth worker support will be retained but presence in schools to be maintained during term-time only.</p> <p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.</p>	<p>Poor</p>	
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>We will continue to actively participate in meetings involving the range of public and third sector bodies in Powys.</p>	<p>Neutral</p>	<p>We will review the Youth Service approach to integration and joint-working.</p>	<p>Neutral</p>	

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>As in earlier sections, it is predicted that a reduction in the range of support and opportunities for young people may have a negative impact on health, education and well-being outcomes.</p>	<p>Poor</p>	<p>YFC and URDD – discussion to be held with both services to establish existing provision and opportunities for young people across Powys.</p> <p>We will discuss joined-up approaches to delivering youth services with a range of organisations and partners.</p> <p>A reduced level of youth worker support will be retained in schools during term time.</p> <p>We will work with schools to develop an appropriate range of informal / non-formal learning opportunities.</p> <p>The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.</p> <p>We will also develop the partnerships and targeted work supporting young people who are NEET (Not in Education, Employment and Training).</p>	<p>Poor</p>	

Principle	How does the policy / change objective impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below	Source of Outline Evidence to support judgement
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The limited open access provision, 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.	Very Poor	YFC and URDD – discussion to be held with both services to establish existing provision and safeguarding procedures for young people across Powys. Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.	Very Poor	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	The reduced funding available will lead to reduction in the range of informal/non-formal learning activities and opportunities for these young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings.	Poor	A reduced level of youth worker support will be retained but presence in schools to be strengthened. We will work with schools to develop an appropriate range of informal / non-formal learning opportunities. The retention of five Youth Hubs in the high areas of population will ensure that quality open access youth work is available to some young people in Powys.	Neutral	
Impact on PCC Workforce	Making staff redundant.	Very Poor	Follow management of change process.	Very Poor	

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

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

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

Description of risks			
i)	Failure to meet statutory function of delivering a 'high quality Youth Service' and to meet national priorities including the Wellbeing of Future Generations Act, the Youth Engagement & Progression Framework, Tackling Poverty agenda and Youth Work in Wales strategy.		
ii)	Failure to meet local priorities including contributing to the Estyn inspection framework 'Local Authority Education Service for Children and Young People' and the Corporate Improvement Plan.		
iii)	Disadvantaged young people no longer voluntarily engage with the service due to the delivery changes - young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant		
iv)	Limited capacity in third sector to deliver replacement services		
v)	Lack of identified budget to commission third sector to deliver services		
vi)	Capacity to manage Youth Service efficiently compromised due to reduction in Management Team		
vii)	Reduction in services as a consequence of reduced funding from Welsh Government and Revenue Support Grant		
viii)	The reduced level of the Early Intervention/Prevention service provided by the Youth Service leading to increased costs for other services including Social Services and Education.		
Judgement (to be included in project risk register)			
	Very High Risk	High Risk	Medium Risk
		✓	
Mitigating Actions			Residual Risk (after mitigation)
i)	Work with schools and other partners on alternative delivery models.		Medium
ii)	Work with other departments on ensuring impact of cuts are fully understood		Medium
iii)	Ensure targeted youth support is available to support the most vulnerable young people		High
iv)	Restart discussion with third sector regarding delivery		High
v)	Ensure that roles are clearly defined		High
vi)	Consider alternative delivery models		High
vii)	Seek further in-year savings		Medium
Does the Policy / Change Objective / Budget Saving have potential to impact on another service area? PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			

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- The work of the universal and targeted youth services supports the Children & Young People’s Partnership early intervention and prevention agenda. Potential impacts include an increase in offending behaviour and a greater requirement for access to expensive Social Services support (including Childrens’ Area Teams and Youth Justice Service).
- A reduction in extent of youth worker provision that delivers informal/non-formal learning has the potential to impact on educational outcomes for some young people – therefore there will be an impact on schools and other educational establishments, and the Schools Service.
- The reduction of the grant aid on Welsh Language speaking young people and those young people in the rural locations of Powys accessing the clubs provided by YFC will have a negative impact.
- The heavy dependence on Welsh Assembly grant funding in 2019/20 leaves the service in a very vulnerable position, changes/reduction in this funding will have a negative impact on the young people who access the open access/universal service throughout Powys.

7. Overall Summary and Judgement of this Impact Assessment?

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Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Young people will be offered the opportunities through the YFC and URDD clubs but the full impact of the reduction in funding completely is unknown at this time.</p> <p>Young people will continue to have access to qualified youth workers who can provide advice, guidance and mentoring, however there will be reduced opportunities to access this support. A reduction in early intervention / prevention support will lead to an increased burden on more expensive late intervention services such as Youth Justice, Social Services, special education provision, the Police and the Health Board.</p> <p>The service budget reduction will also result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities outside schools. This will particularly impact on those smaller towns where youth clubs have closed.</p> <p>The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at risk or disengaged from society remains. A grant bid is being pursued to strengthen this approach but there are threats to some of the funding sources used to support this.</p>	

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

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Via the Youth Service Project Board and Leisure and Recreation Quarterly Performance Reviews
Please state when this Impact Assessment will be reviewed.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Helen Quarrell		
Head of Service:	Stuart Mackintosh		
Strategic Director:	Ian Budd		
Portfolio Holder:	Rachel Powell		

FORM ENDS

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Please read the accompanying guidance before completing the form.

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

Service Area	Head of Service	Director	Portfolio Holder
Proposal	Reduce revenue funding for commissioned Arts Services in order to achieve revenue budget savings of £139,000 in 2019/20.		
Outline Summary / Description of Proposal			
<ul style="list-style-type: none"> Reduce / remove revenue funding for arts organisation partners including performing arts venues (x 4), art gallery (x 1) and community dance organisation (x1). Reduce support for Night Out rural community touring scheme. Discontinue grant funding in support of county wide youth theatre and youth music provision. 			

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

Version	Author	Job Title	Date
V01 DRAFT	Lucy Bevan	Arts & Culture Commissioning Officer	10 December 2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£139,000	£	£	£	£	£139,000

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

Regeneration, Tourism, Schools Service, Youth Service, Property, Children’s & Adult Services
 Third & voluntary sector; private sector / businesses.

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

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	Refer to SWOT analysis below (pages 3 & 4)	Very Poor		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	Refer to SWOT analysis below (pages 3 & 4)	Poor		Choose an item.
Learning and skills We will strengthen learning and skills	Refer to SWOT analysis below (pages 3 & 4)	Very Poor		Choose an item.
Residents and Communities We will support our residents and communities	Refer to SWOT analysis below (pages 3 & 4)	Very Poor		Choose an item.

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The integrated approach to support effective decision making



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STRENGTHS Internal Positive Factors	WEAKNESSES Internal Negative Factors
<ul style="list-style-type: none"> • Arts & cultural services able to strategically contribute to attaining the Council's Vision 2025 • Able to continue developing closer relationship & collaborative working within L&R and with Schools & Schools Service; Adult Social Care; Children's Services; Property • Utilise developed experience, expertise, links, relationships and partnerships to review & sustain arts provision throughout the county • Retain strategically led arts provision in Powys working in close partnership with arts sector providers to maintain best possible equality of access • Retention of 'Arts Service' maintains Arts Council of Wales partnership support & confidence • Retention of Arts & Culture Commissioning Officer – preserves ability to apply for & secure external funding towards delivering projects / programmes • Strong track record of achieving income generation for council led activity in Powys • Retention of arts coordination role within Council – internal collaboration • Retention of arts coordination / contact point for arts sector and communities to collaborate with Council in delivering Vision 2025 objectives • Capitalise on emerging cultural partnerships e.g. NPTC Group to determine possible third party interest in managing one or more key Arts Venues in Powys at no cost to the Authority – potential further future savings • Beneficial partnership working with other sector agencies – NAWR (Regional Arts & Education network); ERW; ACW • Relatively modest arts budget achieving high performance outputs; value; quality • Nationwide – Powys County Council preserves reputation for excellence of arts provision • Arts development innovative behaviour • Arts & cultural festivals & events – social; economic benefits • Unique & well developed arts & cultural offer existing in county • Arts usage of building assets for community advantage • Transferable experience; knowledge; data in service • Marketing - reach, distribution, awareness • Innovative aspects • Ability of arts & cultural activity to augment location and environment • Arts themed accreditations, qualifications, certifications for young people 	<ul style="list-style-type: none"> • Failure to meet the required level of savings corporately • Possible risk to delivery of established & externally funded projects & programmes being delivered by Arts Service • Dependency of established funding partnerships & subsequent financial liabilities • i. Financial risk - liability for redundancy costs for all Hafren theatre staff in the case of closure • ii. closure of Theatr Brycheiniog would result in payback to ACW for Capital funding of £1.677,879m (contributed to build in 1997) – this consequence would be counterproductive overall • Imposition of funding cuts – Powys Dance, Oriel Davies Gallery, 4 theatre venues and smaller supported arts organisations at high risk of being unsustainable • Financial – diminished available funding places currently supported arts organisations at risk of being unsustainable • Reputation – reduction in funding for arts activities perceived negatively • Loss of arts provision e.g. youth theatre; youth music; arts education / skills development programmes • Timescales, deadlines and pressures too short to achieve salvation • Added pressure on arts & culture commissioning officer post –insufficient capacity to meet demands & effectively manage workload; seek & take up development opportunities; consult; plan; support sector • Less able to provide support for & assurance to external funding applications • Limited scope for networking, collaborating & forming new partnerships • Continuity of service provision elements broken • Commitments – contractual & otherwise not able to be honoured; knock on effects for service users; sector employees; contractors • Effects on core activities & key areas of focus – change & further review a distraction • Robustness of budget efficiency decision making process; urgency of timescale; reliability of financial & other data to support strategic decision making

OPPORTUNITIES External Positive Factors	THREATS External Negative Factors
<ul style="list-style-type: none"> • Possibility to work closely with arts organisations & sector to find collaborative solutions • Opportunities to provide services beyond Powys borders (already delivering Criw Celf in Ceredigion) • Burgeoning collaboration with NPTC Group to deliver arts provisions and further education through the arts • Utilise creativity & proactive style of arts sector providers to find new ways of working with existing resources • Work with arts providers to create, develop and produce new income streams inc. business streams; sponsorship; new & alternative fundraising initiatives • Seek broader portfolio of funders for the arts • develop less reliance on Council support • Strong audience appetite for arts product • Growing interest in participating in arts activities • Greater understanding of the benefit arts & culture provides for personal well-being & community resilience • Greater understanding of arts & cultural economic benefits & contribution to regeneration • Potential positive impact of Brexit e.g. people using & buying local services, products & experiences • New business opportunities • Developing worldwide market for arts & crafts products inc. digital content • Superfast Broadband making it increasingly possible for creative industry start-ups & business relocations to Powys 	<ul style="list-style-type: none"> • Risk of losing some or all Arts Council of Wales funding reliant on Local Authority match • Less public funding available for arts & cultural activity • Increasing pressure on alternative funding sources inc. trusts & foundations • Pressure increasing on requirement for volunteers • Difficulty in recruiting skilled & experienced Board members • Loss of creative industry professionals in Powys • Loss of young people living, studying & working in Powys • Loss of jobs • Loss of services • Loss of local procurement & trade • Inability to make best use of digital technology • Loss of tourism • Loss of cultural vibrancy • Inability to attract people & families to live and work in Powys • Threat to schools numbers • Weakness of Wales & UK economy • Potential negative impact of Brexit • Potential loss of European funding • Loss of key staff • Sustainable financial backing • Economy, both local and international • Seasonality affecting continuity of earned income & cash flow for venues & arts operators • Diminished cultural vibrancy in Powys communities

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.		Very Poor		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).		Poor		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.		Very Poor		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		Very Poor		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.		Poor		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>		Poor		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Poor		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Very Poor		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>		Choose an item.		Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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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.	Reduced, or loss of, access to arts & cultural facilities, services, activities inc. training, learning & development	Very Poor		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Loss of collaborative opportunities; damage to established partnership arrangements;	Very Poor		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Very Poor		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	It is widely understood that participation & involvement in arts & cultural activities increases mental & physical health & well-being; reduces social isolation & loneliness; improves community integration - it is important that this contribution is recognised by the authority in the decision making process. Loss of access to arts & cultural activities, facilities, events and community venues will impact negatively on this benefit and potentially increase demand on other services.	Very Poor		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
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Poor		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Poor		Choose an item.
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account		Poor		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Unknown		Choose an item.
Impact on Powys County Council Workforce		Poor		Choose an item.

Source of Outline Evidence to support judgements

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium

Mitigation

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Medium	Medium

Mitigation

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Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to removal of funding to theatre, gallery & arts organisations resulting in possible closures / loss of facilities; damage to PCC reputation.	Very High	tbd	
Significant impact – loss of external match & partnership funding brought into county.	Very High	tbd	
Loss of cultural services to communities in Powys	Very High	tbd	

Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk

10. Overall Summary and Judgement of this Impact Assessment?

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

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

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

12. On-going monitoring arrangements?

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

Please state when this Impact Assessment will be reviewed.

13. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Lucy Bevan		10 Dec 2018
Head of Service:	Stuart Mackintosh		
Director:	Ian Budd		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Date required
Cabinet	2018

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	Leisure & Recreation	Head of Service	Stuart MacKintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Phyll Davies
Proposal	Budget Savings Proposal for Catering Service for FY 2019/2020						
Outline Summary / Description of Proposal							
Proposal to deliver revenue savings from the Catering service for FY 2019/20 by implementing the proposals below:							
<ul style="list-style-type: none"> • Closing the corporate restaurant in Neuadd Brycheiniog, Brecon. • Do not renew contract for vending machines across the Council when contract expires in 2018. • Introducing more attractive offers in High Schools. • Increasing school meal price in Primary and High Schools. • Modernise approach and menu for catering in Restaurant in County Hall. • Introduce a service 'brand' and use social media. 							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£230,000	£	£	£	£230,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	By end of 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	Jason Rawbone	Professional Lead Catering & Cleaning	3 September 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

- The proposal to close the restaurant at Neuadd Brycheiniog will impact on staff using the service within the building and the meals provided to Arosfa day centre.
- The introduction of an increased school meal price will impact on parents who pay for their children to have school meals.
- Modernising County Hall restaurant will affect customers and staff who use the facility, with reduced hot meal service and providing a coffee shop style offer.

Service Area informed:	Social Care Team/Council Staff/Schools & Parents	Contact Officer liaised with:	Miar Preece
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Mitigation

Catering service will meet with Miar Preece from the Social Care Team to discuss Arosfa day centre meals provision.
 Schools and parents have been informed of the school meal price increase prior to the summer holiday 2018.
 Council staff will be informed of future developments within the County Hall restaurant.

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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	With the closure of the Neuadd Brycheiniog restaurant will result in 3 staff redundancies and no canteen facilities for office staff.	Poor	Staff will be offered redeployment into available positions within the Council.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal to increase school meal prices has the impact to drive down uptake without ongoing and sustained mitigation measures. The review of staff canteens is an internal PCC matter and would not impact on non-Council citizens.	Neutral	Impact on uptake based upon previous price changes, has not led to reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events, this will continue.	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	The proposal to introduce a brand and use social media will enhance and contribute to effective communication with the public and customers. Internal staff will develop to use social media to the service's best effect.	Good	Careful and controlled monitoring of social media posts in line with the corporate social media policy, with the support from our communication team.	Good
Residents and Communities We will support our residents and communities	An increase in school meals is not a decision taken lightly. Close monitoring of global and supplier food prices are taken into account and any school meal prices are increased accordingly and if required. The catering team are conscious that parents demand value for money and we take this into account when developing our school menus.	Neutral	Prior information to schools to communicate any changes in school meal prices is important this is done prior to the summer holidays, so parents are informed well in advance. The future use of social media will aid us to also communicate this effectively.	Good

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Source of Outline Evidence to support judgements



Business Case
 School meal price in

1. School meal price increase Business Case 2018

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.	With the proposal to develop food offers in high schools and the County Hall restaurant we are very eager to educate and contribute to global environmental issues such as recycling and use of single use plastics and to develop initiatives with our schools and suppliers to support and educate how best we can all help to make our environment better.	Good	Work is developing to start initiatives with our local supplier Radnor Hills to support schools to best recycle plastic drinks bottles that are supplied to our high school kitchens. Also the restaurant in county hall no longer uses plastic cutlery and we only use compostable plates, cups etc. for our corporate functions.	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).	As above	Good		Good

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>With the development of food offers in our High Schools, we are very conscious of the growing obesity concerns within our country. Our school catering teams meet regularly with high school Nutrition Action Groups (SNAG) to discuss with pupil's school meals and nutrition. The feedback from these groups help us to develop the school menus. However, we need to develop better more appealing menu options in our high schools, one that pupils will help to develop.</p> <p>In Powys we have introduced a holiday scheme into 4 of our primary schools this summer (2018). Part funded by the WLGA. 'Food and Fun' is a school-based programme that provides free healthy meals, nutritional education and physical activity to children in areas of social deprivation during the summer holidays.</p> <p>The programme forms part of the WLGA's School Holiday Enrichment Programme (SHEP) and is jointly funded and supported by the council, Welsh Government and other partner agencies including the health board.</p> <p>It aims to tackle holiday hunger and improve children's health and well-being, as well as address social isolation and a lack of routine by providing a safe, happy place for children to go to during the holiday.</p> <p>This programme is funded by the Welsh Government for next year also (2019) so we will look to develop the programme to include high school aged pupils next year. It has positively benefited all those</p>	<p>Very Good</p>		<p>Very Good</p>
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	parents/pupils who have participated in the programme in the 2 years it has been running in Powys.			
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	By making best use of social media to connect and communicate with Parents, schools, customers will be advantageous for everyone.	Good		Good
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	With the proposal to develop food offers in high schools and the County Hall restaurant we are very eager to educate and contribute to global environmental issues such as recycling and use of single use plastics and to develop initiatives with our schools and suppliers to support and educate how best we can all help to make our environment better.	Good	Work is developing to start initiatives with our local supplier Radnor Hills to support schools to best recycle plastic drinks bottles that are supplied to our high school kitchens. Also the restaurant in county hall no longer uses plastic cutlery and we only use compostable plates, cups etc. for our corporate functions.	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>	By using social media, we will follow corporate policy and interact and respond where possible to questions and post in the Welsh language. We will use the councils translation services and /or Welsh speaking staff members.	Good		Good
<i>Opportunities to promote the Welsh language</i>	As Above	Good		Good
<i>Welsh Language impact on staff</i>	No Impact	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	With the development of healthy school meals and the introduction of the summer SHEP programme we do encourage that staff that are involved in coordinating should be at least one or more Welsh speakers and also there are a number of supporting third party agencies who are Welsh speaking and hold bi lingual activities.	Good		Good
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	No Impact	Neutral		Neutral

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<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

 CL2-Healthy Eating in Maintained Schools
 Food and Fun School Holiday Enrichment

1. Welsh Government Guidance for Healthy Eating in Maintained Schools (Wales)
2. Evaluation Report from the School Holiday Enrichment Programme (2016)

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

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Developing our menus and offers in schools and our corporate restaurant to the wants and needs of our customers is key to sustaining the service.	Good	It is important that we continue to work with our schools/pupils/customers and suppliers to develop school meals and canteen menus that are healthy, nutritious and offer value for money.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	<p>Consultation with staff when closing the Neuadd Brycheiniog restaurant will be undertaken as well as informing office staff of the proposal.</p> <p>Prior communication is given when planning to change school meal prices to schools and parents.</p>	Neutral		Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	No Impact	Neutral		Neutral

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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 our school meals menu development we do encourage schools to support healthy eating and involve our teams in nutritional activities with school councils and SNAG groups also with support from PTHB dieticians.	Good	Continue to promote these activities and relationships with schools to encourage school meal uptake and an understanding of healthy lifestyles.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	We will offer staff in redundancy situations, redeployment wherever possible. Our summer SHEP programme benefits families who struggle to feed and entertain their children during the 6 weeks summer holiday by providing free hot nutritious meals and various activities.	Good		Good
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	With the closure of the Neuadd Brycheiniog restaurant will result in 3 staff redundancies and no canteen facilities for office staff.	Poor	Staff will be offered redeployment into available positions within the Council. Office staff will have to bring in their own lunch or walk to town for lunch	Neutral
Source of Outline Evidence to support judgements				

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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
<div data-bbox="203 443 255 491" style="float: left; margin-right: 10px;"> </div> <div data-bbox="136 496 320 542"> <p>Food and Fun School Holiday Enric</p> </div> <ol style="list-style-type: none"> 1. Evaluation Report from the School Holiday Enrichment Programme (2016) 				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Low	Low
<p>Mitigation</p> <ol style="list-style-type: none"> 1. Planned consultation and communication around the closure of Neuadd Brycheiniog Restaurant. 2. Further proactive development into High school menus and offers is starting with new offers in October, uptake will be monitored. 3. School meal price increase of 5 pence in High Schools and Primaries has been implemented from September 2018. 4. Further development of county hall restaurant and monitoring of uptake/sales. 5. Establish social media presence to market service and communicate with wider customer audience. 		

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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 jobs and employment opportunities	Low	Redeployment will be offered	Low
The proposal to increase school meal prices has the impact to drive down uptake.	Low	Catering Teams promoting schools meals to parents with schools support	Low
County Hall Restaurant not making full cost recovery	Low	Continual monitoring and promoting of the restaurant	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 target to be met from Catering service by end of next FY	2019/20		
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

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

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

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

The catering service budget reduction business case (14 Aug 2018)



Catering Budget
 Reductions 2019-20.

14. On-going monitoring arrangements?

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

Monthly management meetings to discuss progress and regular meetings with finance business partners to ensure targets are on track.

Please state when this Impact Assessment will be reviewed.

February 2019

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Jason Rawbone		07/09/2018
Head of Service:	Stuart Mackintosh		
Strategic Director:	Ian Budd		
Portfolio Holder:	Clr Phyl Davies		

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	Leisure & Recreation	Head of Service	Stuart MacKintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Phyll Davies
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Proposal	Budget Savings Proposal for Cleaning Service for FY 2019/2020
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Outline Summary / Description of Proposal

Proposal to deliver revenue savings from the Cleaning service for FY 2019/20 by implementing the proposals below:

- Increasing income by expanding business opportunities: providing a handyman service for minor repairs and maintenance, communal garden clearance/maintenance for general public/housing service. This will either be work outside of the HOWPS contract or work subcontracted from HOWPS.
- A number of internal services have requested reviews of current cleaning schedules in order to make efficiencies. Property services have asked to review cleaning in a number of corporate buildings to save up to £75k. Requests will be reviewed along with staffing. This could further impact negatively upon the Service.
- Introduce a service brand and use social media to expand communication to the residents and public we serve, with potential networking opportunities with greater income potential.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£39,281	£	£	£	£39,281

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Before end of 18/19 FY	Yes

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

Version	Author	Job Title	Date
V1	Jason Rawbone	Professional Lead Catering & Cleaning	17 September 2018

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 reductions in cleaning other services have requested will result in reduced hours and possible redundancies of the cleaning staff. Consequently, corporate building users may notice a difference in the cleaning standard due to reduced cleaning frequency within our corporate buildings.

Service Area informed: Property Services **Contact Officer liaised with:** Neil Clutton

Mitigation

Cleaning service will meet with Neil Clutton from Property Services to establish standard/frequency of cleaning/caretaking to provide the efficiencies.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	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	Staff reduction in cleaning hours and redundancies within some corporate buildings.	Poor	Staff will be offered redeployment into available positions within the Council.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care		Unknown		Unknown
Learning and skills We will strengthen learning and skills	The proposal to introduce a brand and use social media will enhance and contribute to effective communication with the public and customers. Internal staff will develop to use social media to the service's best effect.	Good	Careful and controlled monitoring of social media posts in line with the corporate social media policy, with the support from our communication team.	Good

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
Residents and Communities We will support our residents and communities	Expanding on the services provided by our cleaning service, working with the Housing service and HOWPS to provide handyman services/garden work to support local PCC housing tenants.	Good	Better communication with local tenants through our partners to promote the services available.	Good

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>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>By expanding the services provided we are keeping local people employed providing services benefiting local residents. Reducing carbon footprint by using local resources and not outsourcing/contracting works keeping the Powys pound in Powys.</p>	Good		Unknown
<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>As above</p>	Good		Unknown
<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Providing our extended cleaning services to local tenants and local residents that may be less able will help to support their well-being, knowing they can rely on a friendly reliable service.</p>	Good	<p>Better communication with local tenants through our partners to promote the services available.</p>	Good
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>By making best use of social media to connect and communicate with Partners and local residents will be advantageous for everyone.</p>	Good	<p>Better communication with local tenants through our partners to promote the services available.</p>	Good

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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.	With the proposal to expand the cleaning services to provide a “handyman” service, our team will make best use of resources to ensure the least impact on the environment and improve social and economic well-being.	Good	Services provided will be monitored to ensure they are being carried out responsibly and efficiently.	Good
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>	By using social media, we will follow corporate policy and interact and respond where possible to questions and post in the Welsh language. We will use the councils translation services and /or Welsh speaking staff members.	Good		Unknown
<i>Opportunities to promote the Welsh language</i>	As Above	Good		Unknown
<i>Welsh Language impact on staff</i>	No Impact	Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>	No Impact	Neutral		Neutral
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

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		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Developing our cleaning services and collaborating with partners and key stakeholders is essential for sustainability in providing services to local residents.	Good	Using social media and continued collaboration with partners will ensure our service capabilities and identify long term need.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Clear communication with our partners to promote our service and the range of work streams it is capable of.	Good	As above	Good
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.	Continue working with partners to further develop services to improve well-being for local communities.	Good		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	We will offer staff in redundancy situations, redeployment wherever possible.	Neutral		Neutral

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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	With the request form Property services to reduce their cleaning budget, there will be some redundancies and reduction to staff hours from the cleaning staff within our corporate buildings.	Poor	Staff will be offered redeployment into available positions within the Council.	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	Low	Low
Mitigation		
<ol style="list-style-type: none"> Further collaboration with other internal PCC services to provide needed services. Establish social media presence to market service and communicate with wider customer audience. 		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of jobs and employment opportunities	Medium	Redeployment will be offered	Low
Reduction of cleaning service by other services, will reduce cleaning frequency/caretakers in corporate buildings	Medium	Services need to be clear on the standards required/acceptable	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

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Action	Target Date	Outcome	Decisions made
Savings target to be met from Cleaning service by end of next FY	2019/20		
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

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

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

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

The cleaning service budget reduction business case (31 Aug 2018)



Cleaning Budget
 Reductions 2019-20.

14. On-going monitoring arrangements?

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

Monthly management meetings to discuss progress and regular meetings with finance business partners to ensure targets are on track.

Please state when this Impact Assessment will be reviewed.

February 2019

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15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Jason Rawbone		17/09/2018
Head of Service:	Stuart Mackintosh		
Strategic Director:	Ian Budd		
Portfolio Holder:	Clr Phyl Davies		

16. Governance

Decision to be made by	Date required
Cabinet	

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 7 years.

Service Area	Countryside Services	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Aled Davies
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Proposal

Outline Summary / Description of Proposal

- Countryside Services have a savings target of £145,064 for the 2019/20 financial year.
- The Service has two main areas of expenditure, salaries and third party spend. There are minimal opportunities for income generation however these will be explored. In reality, increasing income comes with a negative impact on service delivery, as resources are directed away from 'statutory' duties in order to generate income.
- The required savings targets require a reduction in staffing and headcount. However, in recent months the Service has been successful in gaining both external grant income and capital funding. One member of staff has also handed in their notice. Therefore, the savings that were to be made from salaries, can be covered for the 2019/20 financial year from grant income and not recruiting to the vacant position.
- This is only a temporary delay to the required cuts in salaries. Unless grant income for 20/21 matches or exceeds the amounts due for 19/20, there will have to be significant redundancies or reduction in staff costs from April 2020.
- There will also be a significant reduction in third party spend for 2019/20 (£110,000) and therefore a significant negative impact on service delivery of statutory functions.
- There will be reduced capacity for the Service to work with volunteers and local communities to maintain, improve and promote their local networks.
- There will also be reduced ability and capacity for Countryside Services to apply for and deliver external grant funded projects from 2019 onward.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£145,064	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
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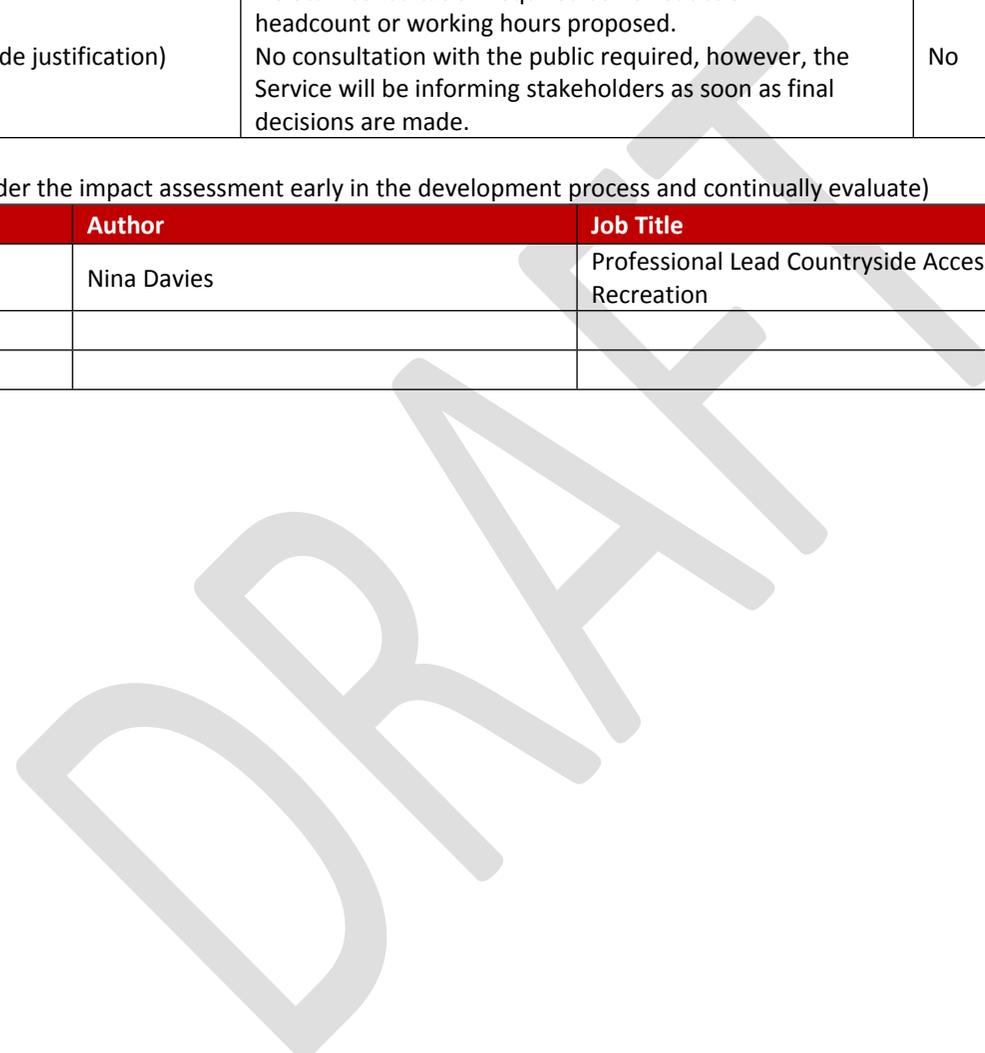


No consultation required (please provide justification)	No Staff consultation required as no reduction in headcount or working hours proposed. No consultation with the public required, however, the Service will be informing stakeholders as soon as final decisions are made.	No
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3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
v.1	Nina Davies	Professional Lead Countryside Access and Recreation	3 rd October 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

Health & Safety – in order to meet the efficiency savings there will be a significant reduction in third party spend on maintenance of public rights of way and access. This may mean that there may be a higher rate of incidents, accidents and insurance claims.

Insurance – in order to meet the efficiency savings there will be a significant reduction in third party spend on maintenance of public rights of way and access. This may mean that there may be a higher rate of incidents, accidents and insurance claims. With reduced capacity for monitoring and undertaking works, the council will have a weakened position in terms of defending claims.

Regeneration – Reduced capacity for officers to collaborate with Regen projects and bids. Countryside access directly contributes to the local economy as tourist attractions.

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Service Area informed:		Contact Officer liaised with:	
Mitigation			
None identified			

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 required savings targets will result in less officers working on statutory duties to maintain public rights of way. There will also be a significant reduction in spend on maintenance and practical works. These options will result in a reduction in the quality and accessibility of public rights of way and countryside access. This would have a negative impact on the economy as they are tourist attractions and attract people to visit Powys in order to walk, cycle, ride and drive. The reduction in third party spend would negatively impact on Powys based suppliers and contractors.	Very Poor		Very Poor
Health and Care We will lead the way in effective, integrated rural health and care	Public rights of way and countryside access provide opportunities for play, recreation and exercise. A reduction in their quality or accessibility may therefore have a negative impact on the health and wellbeing of the residents of Powys.	Poor		Poor
Learning and skills We will strengthen learning and skills	There will be reduced capacity to work with volunteers, thus a reduction in the opportunities for learning and skills.	Poor		Poor

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	Public rights of way and countryside access provide opportunities for play, recreation and exercise to local residents and communities. A reduction in their quality or accessibility will therefore have a negative impact. There will be reduced capacity to work with local communities in order to support them to maintain, improve and promote their local networks.	Poor		Poor

DRAFT

Source of Outline Evidence to support judgements

Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>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>The reduction in third party spend will negatively impact on Powys based contractors and suppliers.</p>	<p>Poor</p>		<p>Poor</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The reduction in staff and capacity will mean that officers are no longer able to support biodiversity projects in the same way.</p>	<p>Poor</p>		<p>Poor</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>Reducing the quality of public rights of way and countryside access will negatively impact on the ability for people to maximise benefits to their physical and mental well-being.</p>	<p>Very Poor</p>		<p>Very Poor</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Deteriorating public rights of way and access will make communities less attractive and less connected.</p>	<p>Poor</p>		<p>Poor</p>

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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.	The proposals do not contribute positively to global well-being.	Poor		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.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	At this stage, it is not anticipated that the Welsh language will be any more negatively impacted upon than the English language.	Unknown		Unknown
<i>Opportunities to promote the Welsh language</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Welsh Language impact on staff</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>People are encouraged to do sport, art and recreation.</i>	Deteriorating public rights of way and access networks does not encourage people to take part in sport or recreation.	Poor		Poor
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Disability</i>	The reduction in third party spend means that funding for improvements to make public rights of way more accessible will be ceased. Unless external grant funding is sourced.	Poor		Poor
<i>Gender reassignment</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Marriage or civil partnership</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Race</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Religion or belief</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Sex</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Sexual Orientation</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Pregnancy and Maternity</i>	There are no known impacts at this stage.	Unknown		Unknown

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Source of Outline Evidence to support judgements

Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.

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 long term implications of these proposals are unknown.	Unknown		Unknown
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The Service has been working with Town and Community Councils in order to help them develop and maintain, improve and promote their local networks. The reductions in officers and spend puts this work at significant risk. Unless external grant funding can be found this work will likely cease. Even though it is the favoured way to transform service delivery, resources are required to make it happen. With reduced staff and spend, the Service will be concentrating on trying to manage the most urgent health & safety issues.	Very Poor		Very Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Due to the timescales given for putting forward proposals to meet the efficiency savings, there has not been the time to communicate and engage with the residents and communities who would be affected.	Very Poor		Very Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	Unknown.	Unknown		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
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
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Unknown.	Unknown		Unknown
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	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
Impact on Powys County Council Workforce	Any reduction in the quality and accessibility of public rights of way and access may negatively impact the ability of PCC to attract employees to the county and the council. Powys would become a considerably less attractive place to live, work and visit.	Poor		Poor
Source of Outline Evidence to support judgements				
Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.				

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8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
None identified		

DRAFT

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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
Health & Safety – reduction in monitoring and ability to undertake maintenance, due to less officers and spend, may result in greater numbers and severity of health & safety risks.	High	None identified	High
Insurance – reduction in maintenance of public rights of way may lead to a reduced ability for PCC to defend claims in case of any accidents/incidents	Medium	None identified	Medium
Well managed and maintained public rights of way are important tourism assets. Powys would become a considerably less attractive place to live, work and visit.	Medium	None identified	Medium
Powys County Council would have reduced capacity to deliver its Vision 2025, as Countryside Services delivers direct benefits in terms of the Economy, Health & Well-being, Learning & Skills and supporting Residents & Communities.	Medium	None identified	Medium
Loss of/reduction in income for local contractors who would normally be employed to undertake maintenance works. Leading to a negative impact on local businesses and the local economy. If local contractors cease trading, the Service would have difficulty delivering work with the remaining budget.	Medium	None identified	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium risk overall	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Remove £145,064 from Countryside Services Budget	1 st April 2019	Countryside Services meet their efficiency savings targets	
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finance												
Health & Safety												
Insurance												
HR												

12. Overall Summary and Judgement of this Impact Assessment?

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

The required savings for Countryside Services will result in a reduction in the number of officers delivering statutory work on public rights of way. There will also be a significant reduction in third party spend, also resulting in a reduction in the delivery of statutory work on public rights of way. The Service will have a reduced capacity to work with volunteers and local communities to maintain, improve and promote local networks.

Some of the impacts and risks include:

- Deterioration in the % of the Powys public rights of way network open and easy to use, including promoted recreational trails.
- The backlog of problems will increase and the capacity for resolution would greatly decrease.
- With much reduced budget for maintenance, bridges may be closed, removed and not replaced.
- Replacement and new signage would reduce.
- There would be no regular inspections of bridges meaning the Authority is at risk of claims and legal action.
- Meeting the savings targets may result in increased legal action being taken against Powys County Council in terms of judicial review and notices being served. It is entirely plausible that the savings achieved could be dwarfed by the increased legal costs in defending the potential upsurge in number of legal challenges.
- The Service expect an increase in FOI and correspondence campaigns by user groups and others.
- Cuts could severely compromise the ability to answer FOIs in the timescale needed.
- There will be reduced ability and capacity for Countryside Services to apply for and deliver external grant funded projects from 2019 onward.
- Powys County Council would have reduced capacity to deliver its Vision 2025, as Countryside Services delivers direct benefits in terms of the Economy, Health & Well-being, Learning & Skills and supporting Residents & Communities.

- Powys would become a less attractive place to live, work and visit.
- The reduction in third party spend means a loss of income for local contractors who would normally be employed to undertake maintenance works. Leading to a negative impact on local businesses and the local economy.

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?

No arrangements are proposed at this time.

Please state when this Impact Assessment will be reviewed.

N/A

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nina Davies		04/10/2018
Head of Service:	Stuart Mackintosh		
Strategic Director:	Ian Budd		
Portfolio Holder:	CLr Aled Davies		

16. Governance

Decision to be made by

Choose an item.

Date required

FORM ENDS

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DRAFT

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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

Service Area	Library Service	Head of Service	Stuart Mackintosh	Director	Ian Budd	Portfolio Holder	Cllr Rachel Powell
Proposal	Closure of 10 branch libraries, 2 mobile libraries and 50% reduction in book/resources fund to achieve savings of £363,000 in 2019/20. As it is not possible to achieve the full saving quickly due to lengthy consultation processes needed, a revised target of £200,000 savings has been set for achievement mid-year.						
Outline Summary / Description of Proposal							
To transfer to community management or close 10 branch libraries To cease delivery of a mobile library service (2 vehicles covering county) To reduce provision of relevant up-to-date library stock by reducing amount spent on resources.							

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

Version	Author	Job Title	Date
V2 (V1 on previous IA template)	Kay Thomas	Principal Librarian	7 Nov 2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£363,000 – not achievable due to consultation process, revised to £200,000 to be achieved mid-year	£	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	3 month public consultation anticipated to explore all possibilities and to try to avoid judicial review

Draft

4. Impact on Other Service Areas

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

Customer services, schools service, Income and Awards, cleaning, children’s and adults’ services, PAVO and 3rd sector partners, ICT and Data Protection

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 following benefits of branch libraries will be lost: Branch libraries draw people into town centres, which benefit the local shops and businesses. In addition, libraries support job seekers and self-employed/small businesses through the IT and information provision which offers supported access to jobseekers online and government gateways. Libraries will play an important role in the roll out of Universal Credit in Powys. 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	Very Poor	Online presence only, however this will only serve a limited number of customers and has severe limitations. (Poor) Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)	Unknown

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Health and Care We will lead the way in effective, integrated rural health and care</p>	<p>There will be severe impact, 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.</p> <p>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>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Health partners keen to be involved with transformational proposals. (good/very good)</p>	<p>Unknown</p>

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Learning and skills We will strengthen learning and skills</p>	<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>Reduction in resources fund will affect variety of learning resources available. Powys already does not meet Welsh Public Library Standards requirements for up-to-date stock.</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 freely available from library computers.</p> <p>Volunteer opportunities allow people to learn, practice and share skills locally in their community.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Many online resources e.g. Access to Research do not give access from home computers (poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least access to print based learning resources. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Learning and skills partners have shown initial interest. (good)</p>	<p>Unknown</p>

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
	<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>			
<p>Residents and Communities We will support our residents and communities</p>	<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 and mobile libraries will have a significant impact on these outcomes.</p> <p>Mobile library customers in particular are the more elderly and vulnerable, living in more isolated areas and frequently without their own transport; 70% of mobile library customers are aged 60+, and 58% of those who have given their gender are female.</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>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction. This will not help mobile library customers. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Health partners keen to be involved with transformational proposals. (good)</p>	<p>Unknown</p>

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Source of Outline Evidence to support judgements

Adult library user survey data, Nov 2015 – to be updated once results of survey Oct 2018 are analysed
 Results of public consultation, July 2016
 List of services provided by branch libraries
 Library management system membership and usage data
 “Connected and ambitions libraries” Welsh Public Library Standards framework 6, 2017 – 2020
 Libraries – bridging the digital divide. Libraries Wales 2016
 Analysis of library membership postcodes 2016
 Analysis of library usage by road zones 2013

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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>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>Closure of libraries would see the loss of the following contributions to this goal:</p> <p>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.</p> <p>Contributions to the local economy and learning as outlined above, plus work experience and volunteer opportunities in libraries develop skills for employability.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>

<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The removal of library network from rural communities will have a direct impact on social and economic resilience, as residents will no longer be able to directly interact with the council services in their local community, nor seek advice or information from a member of staff face-to-face.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
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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.

Public Health (Wales) Act, 2017:

Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.

<p>Closure of libraries would see the loss of the following contributions to this goal:</p> <ul style="list-style-type: none"> • Visits to the library improve the health and wellbeing of residents, and reading boosts mental health, along with social interaction. • Reading for pleasure for 6 minutes per day lowers stress by 68% (Univ of Sussex research) – loss of physical book loans • Social interaction which boosts wellbeing • Wide range of activities supporting wellbeing e.g. dementia singing, poetry, tai chi • Ready access to book prescription schemes and health information. • 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>Loss of mobile libraries in particular will affect a high % of very elderly and disabled customers.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure. (Poor)</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Health partners interested in development. (good / very good)</p>	<p>Unknown</p>
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<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: 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>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure. (Poor)</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</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>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>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>This would include loss of service to children and young people, and access to information and democratic process (consultations often run through libraries). Closure of some libraries could be considered as unfair to children and young people who live in more rural areas of Powys, compared to those living in larger towns which still maintain the service.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service.</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>Currently provided through range of stock and resources, including Welsh speaking staff – these benefits were highlighted through the public consultation process. Partners also deliver in libraries as community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs.</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</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. Very limited online resources available (published) in the Welsh Language (e-books, magazines and audio downloads) (Poor)</p> <p>Community partners will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure. Welsh speaking communities are likely to be able to interact in Welsh. (good)</p> <p>Partners may continue to deliver activities locally in other community locations. (good)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service.(good)</p>	<p>Unknown</p>
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<p><i>Opportunities to promote the Welsh language</i></p>	<p>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. Partners also deliver in libraries as community venues e.g Welsh classes, Welsh medium children’s activities, Welsh language book clubs.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. Very limited online resources available (published) in the Welsh Language (e-books, magazines and audio downloads) (Poor)</p> <p>Community partners will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure. Welsh speaking communities may have volunteers who will be able to interact in Welsh. Partners may continue to deliver activities locally in other community locations. (Good)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
<p><i>Welsh Language impact on staff</i></p>	<p>If staff are made redundant through this project, this could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information): Level 0 – 19 staff Level 1 – 25 Level 2 – 14 Level 3 – 7 Level 4 – 5 Level 5 – 7</p>	<p>Very Poor</p>	<p>Redeployment opportunities within the library service would be extremely limited, possibly within PCC as a whole. The need to have Welsh speaking staff is more crucial with the new Welsh Language Standards, but distances within Powys make redeployment more problematic.</p>	<p>Very Poor</p>

<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>Online presence only, however this will only serve a limited number of customers and has severe limitations (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
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A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

Age

	<p>The age breakdown of 68,596 registered library members shows the following in Nov 2018:</p> <table border="0"> <tr><td>0-4 years</td><td>1524</td></tr> <tr><td>5 – 10 years</td><td>5510</td></tr> <tr><td>11-13 years</td><td>4209</td></tr> <tr><td>14-17 years</td><td>4466</td></tr> <tr><td>18-59 years</td><td>31218</td></tr> <tr><td>60+ years</td><td>21029</td></tr> <tr><td>Not given</td><td>640</td></tr> </table> <p>This equates to:</p> <table border="0"> <tr><td>Under 18</td><td>22%</td></tr> <tr><td>18 – 59</td><td>46%</td></tr> <tr><td>60 +</td><td>31%</td></tr> <tr><td>Not given</td><td>1%</td></tr> </table> <p>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. Impact of library closures and loss of the mobile library service will be heaviest on the very young and older people.</p> <p>Information from the adult library survey Oct 2018 to update this section</p> <p>This is also shown in the responses to the public consultation April – July 2016:</p> <table border="0"> <tr><td>Under 45 years:</td><td>19% of responses</td></tr> <tr><td>45-64 years:</td><td>39%</td></tr> <tr><td>65+:</td><td>42%</td></tr> </table> <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>	0-4 years	1524	5 – 10 years	5510	11-13 years	4209	14-17 years	4466	18-59 years	31218	60+ years	21029	Not given	640	Under 18	22%	18 – 59	46%	60 +	31%	Not given	1%	Under 45 years:	19% of responses	45-64 years:	39%	65+:	42%	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Very Poor)</p> <p>Older people are less likely to want or be able to use online services - opportunity for “get online” type projects to support here – talk to PAVO and others.</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
0-4 years	1524																															
5 – 10 years	5510																															
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14-17 years	4466																															
18-59 years	31218																															
60+ years	21029																															
Not given	640																															
Under 18	22%																															
18 – 59	46%																															
60 +	31%																															
Not given	1%																															
Under 45 years:	19% of responses																															
45-64 years:	39%																															
65+:	42%																															

	<p>Withdrawal of the mobile library service in particular would impact very badly on the older population; early analysis of user survey results 2018 shows that 59% of users are aged 75+.</p> <p>A survey of junior library members (7 - 16 years) was carried out in Oct 2016. This will be updated in autumn 2019</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>Staff data by age (data from Nov 2018):</p> <p>21 - 30: 3.87%</p> <p>31 - 40: 12.65%</p> <p>41 - 50: 15.27%</p> <p>51 - 60: 45.91%</p> <p>61 - 65: 18.62%</p> <p>65+: 3.66%</p> <p>Redundancies are likely to affect older staff more.</p>			
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<p><i>Disability</i></p>	<p>Public consultation 2016: 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. This is to be updated with data from the adult user survey 2018.</p> <p>Early analysis of responses from mobile library users shows a particularly high level of disabled users – 56% living with a long term disability, with mobility most cited difficulty</p> <p>Closure of libraries and mobile libraries is therefore likely to affect people living with disabilities particularly hard</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Poor)</p> <p>Explore working with disability support groups to provide some mitigation (unknown potential)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
<p><i>Gender reassignment</i></p>		<p>Unknown</p>		<p>Unknown</p>
<p><i>Marriage or civil partnership</i></p>		<p>Unknown</p>		<p>Unknown</p>
<p><i>Race</i></p>	<p>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.</p>	<p>Unknown</p>		<p>Unknown</p>
<p><i>Religion or belief</i></p>		<p>Unknown</p>		<p>Unknown</p>

<p>Sex</p>	<p>The membership database shows that 25537 registered library members are male (37%), and 39057 are female (57%). Not all of the 68,596 members have given this information. (Nov 2018)</p> <p>The analysis of the public consultation exercise, 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 from 2015: 64% responses female 30% male.</p> <p>Mobile library service data from the adult user survey 2018 shows that 76% of users are female.</p> <p>Library Staff data as at Nov 2018: Male: 8% Female: 92%</p> <p>Library closures would impact more on females in the community and in the workforce.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
<p>Sexual Orientation</p>		<p>Unknown</p>		<p>Unknown</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 or mobile library a lifeline.</p>	<p>Very Poor</p>	<p>Online presence only, however this will only serve a limited number of customers and has severe limitations in terms of variety of outcomes currently supported and delivered. (Poor)</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p> <p>No mitigation for mobile library customers if unable to use online services (e-books and e-audio downloads) (Poor)</p> <p>Community and mobile hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. (good)</p>	<p>Unknown</p>
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Source of Outline Evidence to support judgements

Adult library user survey data, Nov 2015 – to be updated with Oct 18 data.
 Mobile library user survey data Oct 2018
 Results of public consultation, July 2016
 List of services provided by branch libraries
 “Connected and Ambitious Libraries” Welsh Public Library Standards framework 6 2017-2020
 Libraries – bridging the digital divide. Libraries Wales 2016
 Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014
 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 2017/18

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How does your proposal impact on the council’s other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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)				
<p>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</p>	<p>It is important that budgetary pressures do not override the opportunity to develop long term planning and ability to maintain/increase contribution to the wellbeing goals for the future. 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>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service.</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p>	<p>Unknown</p>

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>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</p>	<p>The library service has a long history of working with partners to be able to deliver more, both within PCC and in the 3rd sector. This will be lost with closures. Partnership agreements currently in place e.g. with N Montgomeryshire CIC will have to be broken.</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p> <p>Community groups will be sought that may take over running a book lending library only, which will enable at least some social interaction and access to materials to read for pleasure.</p>	<p>Unknown</p>
<p>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</p>	<p>None has taken place as Cabinet have yet to conclude the budget and how they wish to deal with savings targets for the library service</p>	<p>Unknown</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>
<p>Prevention: Understanding the root causes of issues to prevent them from occurring.</p>	<p>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.</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>

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: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>Branch and mobile libraries impact positively for residents under the wellbeing objectives and Vision 2025 priorities – closure would affect this contribution significantly.</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>Branch and mobile 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</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>

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>Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account</p>	<p>The following benefits of branch and mobile 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> <p>Library users with a carers library card will find it much harder to access the library service.</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>	<p>All 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 and mobile library staff know their local customers well, and frequently pick up on issues</p>	<p>Very Poor</p>	<p>Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service. Strong interest from range of 3rd sector, social care and health partners, particularly in mobile wellbeing hubs.</p>	<p>Unknown</p>

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>Impact on Powys County Council Workforce</p>	<p>Staff data by age (data from Nov 2018): 21 - 30: 3.87% 31 - 40: 12.65% 41 - 50: 15.27% 51 - 60: 45.91% 61 - 65: 18.62% 65+: 3.66%</p> <p>Redundancies are likely to affect older staff more. The majority of staff are female and work part time: Full time: 12% Part time: 88%</p> <p>Staff gender (Nov 2018): Male: 8% Female: 92%</p> <p>Redundancies could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 12 Nov 2018, not all staff have given this information): Level 0 - 19 staff Level 1 - 25 Level 2 - 14 Level 3 - 7 Level 4 - 5 Level 5 - 7</p> <p>Wholesale closures and redundancies would impact on protected characteristics</p>	<p>Very Poor</p>	<p>Redeployment opportunities non-existent within library service, and very limited within PCC Distances also prohibitive to redeployment opportunities</p>	<p>Very Poor</p>

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
	Also cleaning service staff			

Source of Outline Evidence to support judgements

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 Mobile library user survey data Oct 2018
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 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012
 Trent staff data
 Welsh Public Library Standards return 2017/18

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

Severity of Impact on Communities	Scale of impact	Overall Impact
High	High	High
Mitigation		
Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service.		

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

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Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Community hub strategy could provide means to maintain local service delivery in small communities across Powys, but is strongly dependent on willingness and priorities of both internal and external services to achieve this, and to offset current costs of library service.		

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)	Very High	None other than to secure commitment from internal and external partners to offset savings target for the library service	Very 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	Very High	None other than to secure commitment from internal and external partners to offset savings target for the library service	Very High
Significant missed opportunities for larger PCC financial savings together with improved customer service and wellbeing outcomes, through joint working in a community hub setting e.g. on Social care hubs, small business hubs, customer services review, office accommodation and agile working initiatives	Very High	None other than to secure commitment from internal and external partners to offset savings target for the library service	Very High
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>Closure of 10 libraries and 2 mobile library services is required to meet the savings target of £363,000 in 2019/20. This is very high risk, and cannot be achieved due to the consultation process. A revised target of £200,000 has been set for 2019/20, to be achieved mid-year.</p> <p>If the mitigation measure of pursuing community hubs alongside other PCC and external service providers is accepted, and savings targets commuted, this would require immediate action to create a project board and project team to vigorously pursue the creation of local hubs in the current library locations. This also gives the opportunity to develop the mobile facility in the same way, for outreach provision in even smaller communities.</p>	

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

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

Results of adult library user survey 2018 to be analysed and added into assessment

12. On-going monitoring arrangements?

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

Should the decision be to close the branch and mobile library facilities, the impact can be in part monitored in terms of additional uptake of digital resources, but this will not give any true evidence of impact on protected characteristics nor social or economic impacts in local communities.

Please state when this Impact Assessment will be reviewed.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kay Thomas		09/11/18
Head of Service:	Stuart Mackintosh		
Director:	Ian Budd		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

Decision to be made by	Date required
Cabinet	2018

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	Powys Museum Service	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Rachel Powell
Proposal	To cease grant support to the Judge’s Lodging, Presteigne, and the Old Market Hall, Llanidloes; leasehold CAT transfer of Radnorshire Museum; co-location of Welshpool Library and Powysland Museum						
Outline Summary / Description of Proposal							



Powys Museum Service

The Council currently has 5 museums in Powys:

- Brecknock Museum and Art Gallery (Shire museum) – currently under development as Y Gaer – a co-location project with Brecon Library, due for completion in 2019.
- Llanidloes Museum (local/town museum) – co-location project with Llanidloes Library completed in 2016
- Powysland Museum and Cottages, Welshpool (Shire museum)
- Radnorshire Museum, Llandrindod (Shire museum)
- The Judge’s Lodging (visitor attraction) in Presteigne is owned by the Council but operated by the Judge’s Lodging Trust. A freehold CAT was agreed by Cabinet in November 2016 and is being implemented.

The Museum Service also manages the Old Market Hall building in Llanidloes. This is leased by PCC from Llanidloes Town Council, but the facility run by the Old Market Hall Committee.

Proposals

The proposals do not include recommendations to close any facilities. Sharing buildings – particularly in Welshpool will be very challenging – but the objective is to continue to provide museums in the towns where they are currently located albeit in a reduced form. The proposals are:

- Cease grant support to the Judge’s Lodging and OMH Llanidloes = £22,500. This has been a phased withdrawal for both facilities since 2016/17. Both committees who run the facilities are aware of the Council’s plans to withdraw revenue support, and have been advised to make provision to mitigate impact
- Leasehold CAT Transfer of Radnorshire Museum – building related savings £13,000, which includes rates. The impact will be minimal on Radnorshire Museum. A small amount of permanent exhibition space is being lost along, with an agreement to share the temporary exhibition gallery for displays and meetings.
- Integration of Welshpool Library into Powysland Museum. £49,500 savings from library/museum staffing reductions and building related costs. [these savings will need to be agreed with the Library Service]. There will be a requirement for both services to compromise service delivery due to a large reduction in space for both services.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£85,000	£	£	£	£

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2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	31 October 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	Catherine Richards	Principal Lead Museums, Archives and Information Management	6/09/2018

DRAFT

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4. Impact on Other Service Areas

<p>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>	
<p>Corporate Property HR Legal Services</p>	
<p>Service Area informed:</p>	<p>Contact Officer liaised with:</p>
<p>Mitigation</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
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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>The Economy We will develop a vibrant economy</p>	<p>Maintaining the Shire museums across the county will have a positive impact on this priority.</p> <p>Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. To further help with financial sustainability Powys Museums must consider how they can further increase the income they already generate.</p> <p>Museums and libraries draw people into town centres, and attract tourists, both of which benefit the local shops and businesses. Maintaining both services in Welshpool ensures the continuation of such benefits.</p> <p>Co-location should improve these outcomes through broadening the offer in one location.</p>	<p>Good</p>	<p>Potential to further develop visitor attractions and associated spend</p>	<p>Unknown</p>
<p>Health and Care We will lead the way in effective, integrated rural health and care</p>	<p>Visits to Museums for recreational purposes improve the health and wellbeing of residents, boosting mental health, along with social interaction.</p> <p>Volunteering contributes to community wellbeing and improves the Museum Service in addition to enabling personal development and involvement with heritage.</p> <p>Access to arts and cultural services overall enhances wellbeing.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve health and wellbeing outcomes for residents through partnerships and joint working with others.</p>	<p>Unknown</p>

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Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p>Learning and skills We will strengthen learning and skills</p>	<p>Museums have proved to be 'safe' places in which people can learn and develop. This learning experience can come about either as a visitor or a volunteer giving people the opportunity to learn more about their local history and heritage.</p> <p>For volunteers the payback can be significant in terms of skills and employability. Volunteering helps people with their sense of being part of a workplace; helps them learn or improve their IT or other work-related skills; and improves their confidence to look for work.</p> <p>Museums have always been a vital resource of educational attainment, providing source material for a range of qualifications from GCSEs to PhDs. Museum collections have been widely used to bring a wide range of school subjects to life such as history, geography and provide the stimulus for projects as such as art and drama productions.</p>	<p>Neutral</p>	<p>Volunteer opportunities can offer the chance to develop new skills.</p> <p>Opportunities to develop local partnership working to promote learning opportunities</p>	<p>Unknown</p>

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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>Powys Museums hold, care for and continue to develop collections for the county which represent our rich and diverse culture. These in turn enrich the lives of people in our communities and help them live fulfilled lives.</p> <p>In Welshpool co-location with the library will offer two community based services in one location.</p> <p>However public concern about a lack of space for both services will need to be addressed. Concern for the well-known and well-loved staff in both locations could also cause concern from the public. Stock and collections will need to be substantially reduced, and a sensitive and inventive design of the space will be needed.</p> <p>Volunteer opportunities should support a feeling of belonging to the local community.</p>	Unknown	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p> <p>In Welshpool try to work with the community to overcome any fears about the library move into the museum – positive communication strategy needed. Staff will need to be proactively consulted and engaged in the project, to prevent negative attitudes. Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential.</p>	Unknown

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Source of Outline Evidence to support judgements

Powys Museum’s visitor surveys
 Powys Museum’s Accreditation documentation submitted to Welsh Government
 Expert Review of Local Museum Provision in Wales 2015
 A museum Strategy for Wales 2010-2015
 Spotlight on Museums 2016

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.	Powys Museums make a valued contribution to the economy in Powys, both as local businesses and tourist attractions. Museums provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Work experience and volunteer opportunities in both develop skills for employability.	Neutral	Continue to investigate any ways to improve opportunities for residents	Unknown
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	N/A	Choose an item.		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>Visits to cultural/heritage services such as libraries and museums improves the overall health and wellbeing of residents, and reading boosts mental health, along with social interaction.</p> <p>In Welshpool co-locating the library with museum should not impact negatively on these beneficial outcomes for residents.</p> <p>Volunteer opportunities also boost health related outcomes.</p>	<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>Powys Museums contribute much to their local communities. Maintaining the Shire museums across the county will have a positive impact on this priority.</p> <p>Volunteer opportunities also help to build community cohesion and a sense of belonging and contributing.</p> <p>In Welshpool co-location with the museum offers 2 important community services in one location. It is however important that the integration of stock and collections is done sensitively and does not negatively impact on these outcomes through lack of space for the previous levels of stock/collections on display.</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this support for residents through partnerships and joint working with others.</p> <p>In Welshpool try to work with the community to overcome any fears about the change in location of the library – positive communication strategy needed. Staff will need to be proactively consulted and engaged in the project, to prevent negative attitudes. Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential.</p>	<p>Neutral</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>Powys Museums promote the cultural life of our county, they encourage active participation in culture, protect our heritage, help expand our international profile and contribute to our tourism industry.</p>	<p>Neutral</p>		<p>Neutral</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>Providing access to Museums for everyone must include developing services that reflect the importance of the Welsh language. Our language is an important part of our heritage, and many tourists who come to Powys are drawn by our heritage and culture.</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>As above</p>	<p>Neutral</p>		<p>Neutral</p>
<p><i>Welsh Language impact on staff</i></p>	<p>There are no Welsh language speaking staff within the Museum Service at this current time.</p>	<p>Neutral</p>	<p>Continue to investigate all possible partnerships to improve Welsh language opportunities for staff and residents. It may prove possible to enhance this through community partnerships and use of volunteers.</p> <p>Seek to recruit Welsh speaking members of staff and volunteers wherever possible</p>	<p>Neutral</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Powys Museums enable people to explore collections for inspiration, learning and enjoyment</p>	<p>Neutral</p>	<p>Continue to investigate any ways to improve this participation for residents through partnerships and joint working with others</p>	<p>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>				

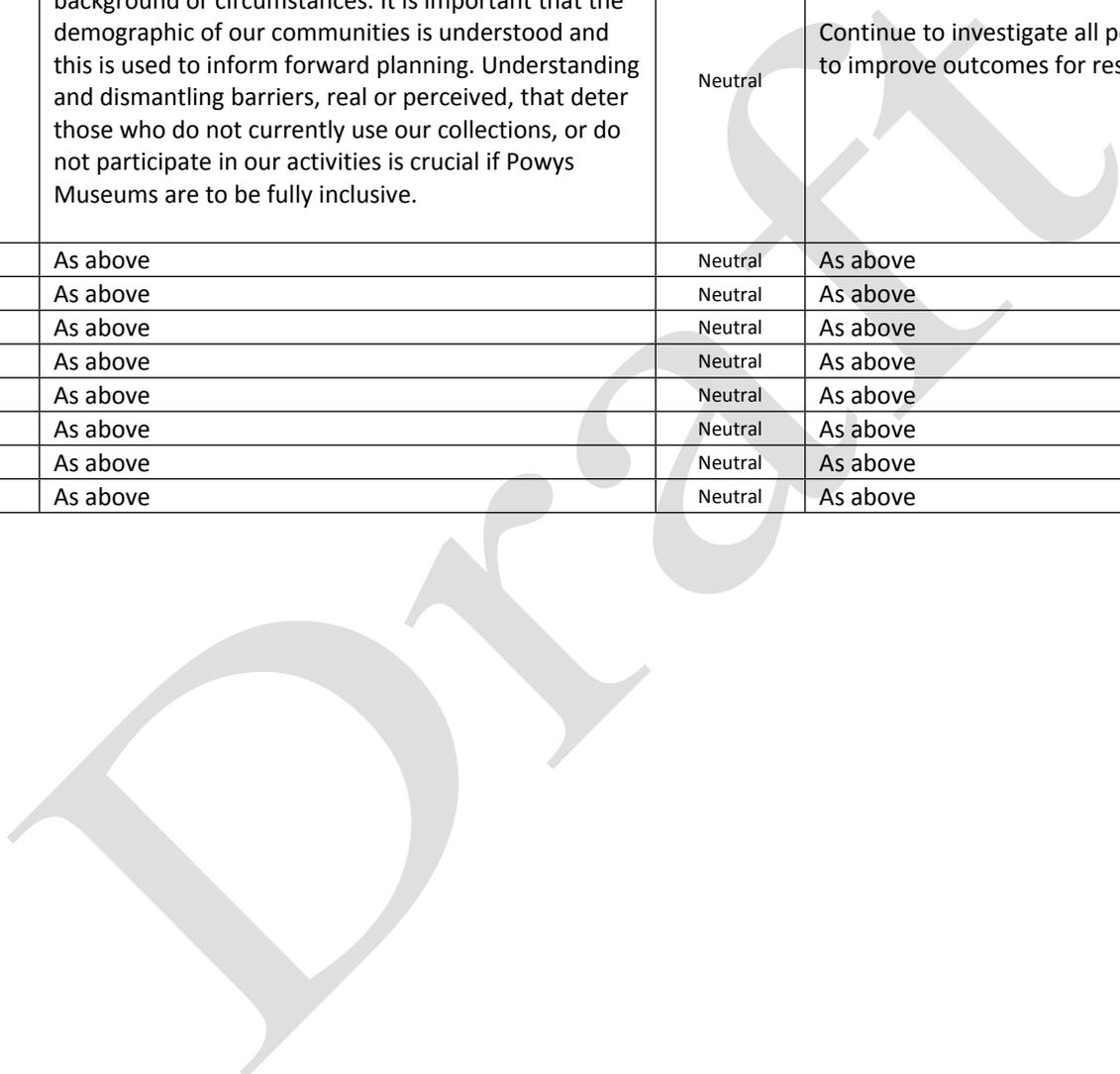
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Age	Powys Museums welcome increased use of the service by existing and new audiences regardless of their background or circumstances. It is important that the demographic of our communities is understood and this is used to inform forward planning. Understanding and dismantling barriers, real or perceived, that deter those who do not currently use our collections, or do not participate in our activities is crucial if Powys Museums are to be fully inclusive.	Neutral	Continue to investigate all possible partnerships and ways to improve outcomes for residents.	Unknown
Disability	As above	Neutral	As above	Unknown
Gender reassignment	As above	Neutral	As above	Unknown
Marriage or civil partnership	As above	Neutral	As above	Unknown
Race	As above	Neutral	As above	Unknown
Religion or belief	As above	Neutral	As above	Unknown
Sex	As above	Neutral	As above	Unknown
Sexual Orientation	As above	Neutral	As above	Unknown
Pregnancy and Maternity	As above	Neutral	As above	Unknown

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Source of Outline Evidence to support judgements

Powys Museum’s visitor surveys
 Powys Museum’s Accreditation documentation submitted to Welsh Government
 Expert Review of Local Museum Provision in Wales 2015
 A museum Strategy for Wales 2010-2015
 Spotlight on Museums 2016

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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.		Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Choose an item.		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.		Choose an item.		Choose an item.

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Impact Assessment (IA)

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.
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.		Choose an item.		Choose an item.
Impact on Powys County Council Workforce	PCC workforce unaffected by removal of grant funding to Judge's Lodging or Old Market Hall. Also Radnorshire Museum CAT transfer – no impact on staff. Powysland Museum and Welshpool Library: There will be redundancies through this proposal, as the staffing complement can be reduced through operating from the same building. The PCC Management of Change and other relevant policies and procedures will be followed.	Poor	Use redeployment and other training opportunities for staff at risk of redundancy, working with HR and Unions as appropriate.	Unknown
Source of Outline Evidence to support judgements				
Trent staff data				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	Medium
Mitigation		
<p>Welshpool: try to work with the community to overcome any fears about the change in location of the library, and co-locating with Museum – positive communication strategy needed. Staff will need to be proactively consulted and engaged in the project, to prevent negativity. Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential.</p>		

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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
Welshpool: In order to deliver the project a public consultation will have to be undertaken. There are risks around the public viewing the co-location as presenting a significant reduction in service and rejecting the proposal.	Medium	Welshpool: try to work with the community to overcome any fears about the change in location of the library, and co-locating with Museum – positive communication strategy needed. Staff will need to be proactively consulted and engaged in the project, to prevent negativity. Engage with experts to design the most comprehensive and efficient layout, to maximise diverse service delivery potential	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Remove grant funding to the Judge's Lodging and Old Market Hall	1 April 2019		
Complete leasehold CAT transfer of Radnorshire Museum	1 April 2019		
Co-locate Welshpool library into Powysland Museum	1 April 2019		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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12. Overall Summary and Judgement of this Impact Assessment?

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

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

Decision to be made by	Choose an item.	Date required	
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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	Outdoor Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Rachel Powell
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Proposal	
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Outline Summary / Description of Proposal

Outdoor Recreation have to make efficiency savings of £97,125 for the 2019/20 financial year. The options outlined for meeting those savings include:-

- 37 Playgrounds on Housing land would be handed back to Housing Services on 1st April 2019, or sooner.
- Grass Cutting Review. Unlikely that the number of cuts could be significantly reduced further, therefore some areas will cease to be cut.
- Income Target of £21,280. Potential for income from an SLA with the Housing Service to maintain and inspect their playgrounds. Town and Community Councils and other internal departments will be contacted to see if officers can sell services such as playground or tree inspections and drone surveys, but validity unknown.
- Reduction in Third Party Spend of £75,845. This will mean significant reductions in budgets for maintaining any remaining playgrounds, and significant reductions on budgets to undertake tree inspections and any required tree works.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£97,125	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Discussions with Housing Service and other internal departments will be required. To be completed in the autumn of 2018.	No

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

Version	Author	Job Title	Date
v.1	Nina Davies	Professional Lead Countryside Access and Recreation	17 th July 2018

DRAFT

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

Housing Service – in order to meet the efficiency savings, 37 playgrounds on HRA land will be handed back to the Service for management. Currently Outdoor Recreation oversee, inspect and maintain these playgrounds. From April 2019 the Housing Service would be required to take on the maintenance and liability for the playgrounds on their land. An initial meeting between the Professional Lead for Countryside Access & Recreation and an officer from the Housing Service has indicated that there could be the potential for income from an SLA with the Housing Service to maintain and inspect their playgrounds.

Health & Safety – in order to meet the efficiency savings there will be a significant reduction in third party spend on maintenance and inspections of playgrounds, parks, open spaces and woodlands. This will mean that there may be a higher rate of incidents, accidents and insurance claims. With reduced capacity for inspections, monitoring and undertaking works, the council will have a weakened position in terms of defending claims.

Insurance – in order to meet the efficiency savings there will be a significant reduction in third party spend on maintenance and inspections of playgrounds, parks, open spaces and woodlands. This will mean that there may be a higher rate of incidents, accidents and insurance claims. With reduced capacity for inspections, monitoring and undertaking works, the council will have a weakened position in terms of defending claims.

Children’s Services – there will be a reduction in the number and quality of playgrounds in Powys which will negatively impact on the objectives of the Vision 2025. They are places where children can play, explore and learn. They positively contribute to the health and well-being of young Powys residents and are focal points for local communities.

Regeneration – Playgrounds, parks, open spaces and woodlands directly contribute to the local economy as they are tourist attractions.

HTR - Reduction or cessation of grass cutting may have an impact on HTR as they deliver the work on behalf of the service.

Service Area informed:	Housing Services	Contact Officer liaised with:	Andy Thompson
Mitigation			

Discussions are ongoing with regards to the possibility of Outdoor Recreation continuing to oversee the 37 playgrounds on HRA land through an SLA.

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

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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	Reduction in the number and quality of playgrounds would have a negative impact on the economy as they are tourist attractions and help attract families to visit Powys. The reduction in third party spend would negatively impact on Powys based suppliers and contractors.	Poor		Poor
Health and Care We will lead the way in effective, integrated rural health and care	Playgrounds, parks, open spaces and woodlands provide opportunities for play, recreation and exercise. A reduction in their number or quality may therefore have a negative impact on the health and wellbeing of the residents of Powys.	Poor		Poor
Learning and skills We will strengthen learning and skills		Unknown		Unknown
Residents and Communities We will support our residents and communities	Playgrounds, parks, open spaces and woodlands provide opportunities for play, recreation and exercise to local residents and communities. A reduction in their number or quality may therefore have a negative impact. Parks and playgrounds can be important community focal points.	Poor		Poor

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Source of Outline Evidence to support judgements

Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.

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 reduction in third party spend will negatively impact on Powys based contractors and suppliers.	Unknown		Unknown
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Unknown	Unknown		Unknown
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Reducing the number and quality of playgrounds, parks, open spaces and woodlands will negatively impact on the ability for people to maximise benefits to their physical and mental well-being.	Very Poor		Very Poor
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Reducing the number and quality of playgrounds, parks, open spaces and woodlands will make communities less attractive and less connected.	Poor		Poor

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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>The proposals do not contribute positively to global well-being.</p>	<p>Poor</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>				
<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>At this stage, it is not anticipated that the Welsh language will be any more negatively impacted upon than the English language. This may change if decisions are made to close more playgrounds in Welsh-speaking areas as opposed to English-speaking communities. However, no decisions have been made in this regard.</p>	<p>Unknown</p>	<p>If there are decisions made to close facilities in the future, the impact on Welsh speaking communities to be considered.</p>	<p>Unknown</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>There are no known impacts at this stage.</p>	<p>Unknown</p>		<p>Unknown</p>
<p><i>Welsh Language impact on staff</i></p>	<p>There are no known impacts at this stage.</p>	<p>Unknown</p>		<p>Unknown</p>
<p><i>People are encouraged to do sport, art and recreation.</i></p>	<p>Reducing the number or quality of playgrounds, parks, open spaces and woodlands does not encourage people to take part in sport or recreation.</p>	<p>Poor</p>		<p>Poor</p>
<p>A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>				
<p><i>Age</i></p>	<p>Reducing the number or quality of playgrounds, parks, open spaces and woodlands disproportionately negatively effects young children</p>	<p>Very Poor</p>		<p>Very Poor</p>
<p><i>Disability</i></p>	<p>The reduction in third party spend means that existing facilities cannot be maintained and may be removed. Items of fixed play, such as those that are 'accessible for all' could not be purchased or maintained. There would not be available funds to maintain or install paths to allow access for all to sites.</p>	<p>Poor</p>		<p>Poor</p>
<p><i>Gender reassignment</i></p>	<p>There are no known impacts at this stage.</p>	<p>Unknown</p>		<p>Unknown</p>
<p><i>Marriage or civil partnership</i></p>	<p>There are no known impacts at this stage.</p>	<p>Unknown</p>		<p>Unknown</p>
<p><i>Race</i></p>	<p>There are no known impacts at this stage.</p>	<p>Unknown</p>		<p>Unknown</p>

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<i>Religion or belief</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Sex</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Sexual Orientation</i>	There are no known impacts at this stage.	Unknown		Unknown
<i>Pregnancy and Maternity</i>	Reducing the number or quality of playgrounds, parks, open spaces and woodlands may impact on those who are pregnant as they are often easily accessible and safe places to take young children and families when accessing the general outdoors becomes more difficult during pregnancy.	Unknown		Unknown

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Source of Outline Evidence to support judgements

Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.

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 long term implications of these proposals are unknown.	Unknown		Unknown
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The Service has been working with Town and Community Councils over a number of years in order to seek opportunities to CAT or lease facilities. These conversations has mostly now been exhausted. If other collaborative solutions present themselves they will be fully explored.	Unknown		Unknown
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Due to the timescales given for putting forward proposals to meet the efficiency savings, there has not been the time to communicate and engage with the residents and communities who would be affected.	Very Poor		Very Poor
Prevention: Understanding the root causes of issues to prevent them from occurring.	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

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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.	Unknown.	Unknown		Unknown
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	It is anticipated that these proposals 'may' have a disproportionately negative impact on unpaid carers as parks, playgrounds, woodlands and open spaces provide free opportunities for access and recreation.	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
Impact on Powys County Council Workforce	These proposals will impact on the workload of a small number of PCC staff. Any reduction in the number or quality of parks, playgrounds, open spaces and woodlands may negatively impact the ability of PCC to attract employees to the county and the council. Powys would become a considerably less attractive place to live, work and visit.	Poor		Poor
Source of Outline Evidence to support judgements				
Due to the timescales given to put efficiency savings information together, there has not been the time to undertake community engagement or consultation over these proposals. Officer knowledge has been used for answers provided.				

8. Achievability of proposal?

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

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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
Health & Safety – reduction in inspections and monitoring for playgrounds and trees may lead to increased risk in terms of health & safety.	High	None identified	High
Impact on the Housing Service who would be required to take on the maintenance and liability for the playgrounds on their land.	Medium	None identified	Medium
Insurance – reduction in inspections and monitoring for playgrounds and trees may lead to a reduced ability for PCC to defend claims in case of any accidents/incidents	Medium	None identified	Medium
Reduction or cessation of grass cutting would have an impact on HTR as they deliver the work on behalf of the service.	Medium	None identified	Medium
Cessation of grass cutting in some areas may lead to increased fire risk (in extended hot weather) & increased incidents of dog fouling	Medium	None identified	Medium
Well managed and maintained public open spaces are important tourism assets. Powys would become a considerably less attractive place to live, work and visit.	Medium	None identified	Medium
Powys County Council would have reduced capacity to deliver its Vision 2025, as Outdoor Recreation delivers direct benefits in terms of the Economy, Health & Well-being, Learning & Skills and supporting Residents & Communities.	Medium	None identified	Medium
Loss of/reduction in income for local contractors who would normally be employed to undertake maintenance works. Leading to a negative impact on local businesses and the local economy. If local contractors cease trading, the Service would have difficulty delivering work with the remaining budget.	Medium	None identified	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium risk overall	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Remove £97,125 from Outdoor Recreation Budget	1 st April 2019	Outdoor Recreation meet their efficiency savings targets	

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Portfolio Holder decision required	Choose an item.	Date required
Cabinet decision required	Choose an item.	Date required
Council decision required	Choose an item.	Date required

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Finance												
Housing Services												
HTR												
Health & Safety												
Insurance												
Other Services e.g. Schools, Property												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
In order for Outdoor Recreation to meet the £97,125 efficiency savings target there will be negative impacts on internal PCC services and et TO BE COMPLETED	

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?
No arrangements are proposed at this time.
Please state when this Impact Assessment will be reviewed.
N/A

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15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Nina Davies		17/7/18
Head of Service:	Stuart Mackintosh		
Strategic Director:	Ian Budd		
Portfolio Holder:	Clr Rachel Powell		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

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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	Sports Development	Head of Service	Stuart Mackintosh	Strategic Director	Ian Budd	Portfolio Holder	Cllr Rachel Powell
Proposal	To reduce the core budget by at least £34,000						
Outline Summary / Description of Proposal							
To reduce the core budget by £10,8470 (can only be achieved by a reduction in the numbers of employees)							

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£108,470		£	£	£

Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	Not yet undertaken	No

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

Version	Author	Job Title	Date
V1	Jenny Ashton	Service Strategy & Development Manager	Sept 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

Yes – schools (central, individual schools / clusters, special schools) , adult services, disability services, children’s services, housing services, arts services, leisure services, youth services, external organisations including third sector & private, national governing bodies, Sport Wales, Disability Sport Wales, sports clubs and sporting organisations / associations

Service Area informed: _____ **Contact Officer liaised with:** _____

Mitigation

A reduced service will be available, however the amount of participation in healthy physical activity will be significantly affected

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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	There will be less events, competitions and activities (local, regional & national) that bring people into Powys to participate, visit, travel around and stay	Poor		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	Due to a decrease in officer capacity the numbers of people participating in healthy physical activity will decrease	Poor		Choose an item.
Learning and skills We will strengthen learning and skills	Due to a decrease in officer capacity the numbers of people developing their learning and skills, gaining qualifications and undertaking training will decrease. Further impact will be a significant lack of sports coaches, instructors and professional persons to support healthy physical activity in Powys	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
Residents and Communities We will support our residents and communities	Due to a decrease in officer capacity the numbers of people participating in healthy physical activity will decrease. Residents and communities will not have the range of opportunities that are currently available which in turn will place a heavier burden on the Health Service	Very Poor		Choose an item.

Source of Outline Evidence to support judgements
Officer knowledge and previous budget reductions to the service

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 above	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).		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.	As above	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above	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.	As above	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>	N/A	Choose an item.		Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.		Choose an item.
<i>Welsh Language impact on staff</i>	N/A	Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.		Choose an item.
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>		Choose an item.		Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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Source of Outline Evidence to support judgements

A full consultation and impact assessment will need to be carried out to completely understand the impact on the goals above

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.	A reduction in officers will decrease the ability to develop the current range of people so that they are physically healthy and are able to sustain their own health in the long term	Poor		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	A reduction in officers will decrease the ability to work collaboratively with others	Poor		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	A reduction in officers will result in fewer opportunities to engage with the population and communicate as effectively	Poor		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	A decrease in officer capacity will result in preventative measures being significantly impacted and only reactive measures to be taken	Poor		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.	A decrease in officers will result in a lack of ability to be integrated with others and subsequently non achievement of joint objectives	Poor		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Rural poverty / deprivation and physical poverty will increase with the physical literacy of the county being significantly affected	Poor		Choose an item.

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Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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.	Reduction in officer capacity could have an impact on safeguarding	Poor		Choose an item.
Impact on Powys County Council Workforce		Choose an item.		Choose an item.
Source of Outline Evidence to support judgements				

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8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
To commission other organisations / services to undertake delivery, advice, promotion, awareness		

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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
Reduced delivery of healthy physical activity	Medium	Other services / organisations commissioned to deliver healthy physical activity – additional budget requirements	Medium
Reduced development of clubs, communities, individuals	Medium	Other services / organisations commissioned to deliver healthy physical activity – additional budget requirements	Medium
Increase of people accessing health services due to poor physical activity levels	High	Other services / organisations commissioned to deliver healthy physical activity – additional budget requirements	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
Consultation of staff	Sept – Dec 2018	Jan 2019	Feb 2019
Transfer to Freedom Leisure	March 2019		
Portfolio Holder decision required	Yes	Date required	Sept 2018
Cabinet decision required	Yes	Date required	Sept 2018
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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

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?

Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:			
Strategic Director:			
Portfolio Holder:			

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

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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	PPPP	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	PP01 – Concede Planning policy budget lines for advertising and printing						
Outline Summary / Description of Proposal							
To contribute towards a 21% reduction in the Planning Policy budget (PP150) for 2019/20, it is proposed to remove the service area's budget lines for printing and advertising (newspaper notices) which total £6,500. LDP regulations no longer require statutory newspaper notices.							

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£6,500	0	0	0	£6,500

Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Justification – advertising to be undertaken by other means e.g. press releases, social media. Future printing needs will continue to be met internally (separate budget line)	No

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

Version	Author	Job Title	Date
PP1V.1	Peter Morris	Professional Lead – Planning Policy	4-6-18

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			
No impact on other services			
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?

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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
The Economy We will develop a vibrant economy	Negligible impact	Neutral	No additional mitigation proposed	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact	Neutral	No additional mitigation proposed	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact	Good	No additional mitigation proposed	Neutral
Residents and Communities We will support our residents and communities	Advertising – stopping newspaper notices may impact on readership. (Note: LDP regulations no longer require newspaper notices)	Poor	Alternative advertising methods e.g. social media, press releases, direct mailing.	Good

Source of Outline Evidence to support judgements

Officer assessment of impacts provided.

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.	Negligible impact	Neutral	No additional mitigation proposed	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).	Negligible impact	Neutral	No additional mitigation proposed	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.	Negligible impact	Neutral	No additional mitigation proposed	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact	Neutral	No additional mitigation proposed	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Negligible impact	Good	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Opportunities to promote the Welsh language</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Welsh Language impact on staff</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Disability</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Gender reassignment</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Marriage or civil partnership</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Race</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Religion or belief</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sex</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sexual Orientation</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Pregnancy and Maternity</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral

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Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
Officer assessment of impacts provided.

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.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Stopping newspaper notices will impact on that sector of the population that read such notices.	Poor	Alternative methods of communication will be used e.g. press releases, social media	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	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	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	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.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Impact on Powys County Council Workforce	Printing – will continue to be undertaken by internal print room	Neutral	No additional mitigation proposed	Neutral
Source of Outline Evidence to support judgements				
Officer assessment of impacts provided.				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Advertising – utilise alternative methods		

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
Printing – no risk, as internal printing of material will continue.	Low	Printing – none	Low
Advertising – some readers of newspapers may expect to see notices which are no longer published.		Advertising – communicate alternative methods	
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Yes

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Await authorisation by Cabinet	30/6/18		
Implement (budget reduced)	1/4/19		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	30/6/18
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reduction in printing budget will have negligible impact. Newspaper notices have limited impact and are no longer required by LDP regulations so alternative forms of publicity and notification will continue.	

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?

Complaints monitoring and customer feedback

Please state when this Impact Assessment will be reviewed.

Position will be reviewed as part of the preparation of the future LDP delivery agreement.

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Peter Morris		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Cabinet	Date required	30/6/2018
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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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	PPPP	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	PP02 – Concede 1 x FTE Planning policy Administrative Officer Post (Grade 5)						
Outline Summary / Description of Proposal							
To contribute towards a 21% reduction in the Planning Policy budget (PP150) for 2019/20, it is proposed to remove the 1 x FTE Planning Policy Administrative post (Grade 5). This post is a temporary post, funded to 31 st March 2019.							

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£26,430	0	0	0	£26,430

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	Justification – although the post is a temporary post, the post holder needs to be aware that the post will not be extended and also to seek advice on redundancy.	No

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

Version	Author	Job Title	Date
PP2V.1	Peter Morris	Professional Lead – Planning Policy	4-6-18

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			
Administrative support to support the Planning policy service will be sought from elsewhere within Planning, Property and Public Protection.			
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?

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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
The Economy We will develop a vibrant economy	Negligible impact	Neutral	No additional mitigation proposed	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	Negligible impact	Neutral	No additional mitigation proposed	Neutral
Learning and skills We will strengthen learning and skills	Negligible impact	Neutral	No additional mitigation proposed	Neutral
Residents and Communities We will support our residents and communities	Negligible impact	Neutral	No additional mitigation proposed	Neutral

Source of Outline Evidence to support judgements
Officer assessment of impacts provided.

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.	Negligible impact	Neutral	No additional mitigation proposed	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).	Negligible impact	Neutral	No additional mitigation proposed	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.	Negligible impact	Neutral	No additional mitigation proposed	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Negligible impact	Neutral	No additional mitigation proposed	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.	Negligible impact	Neutral	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Opportunities to promote the Welsh language</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Welsh Language impact on staff</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Disability</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Gender reassignment</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Marriage or civil partnership</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Race</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Religion or belief</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sex</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sexual Orientation</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Pregnancy and Maternity</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral

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Source of Outline Evidence to support judgements

Officer assessment of impacts provided.

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.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	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.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Impact on Powys County Council Workforce	Termination of the temporary post will directly impact on the post-holder, and there will be indirect impacts on other administrative staff who would support the planning policy service in the future.	Neutral	Inform staff member. Communicate need for on-going support.	Neutral

Source of Outline Evidence to support judgements
Officer assessment of impacts provided.

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

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 may require additional administrative support, especially during 'busy' periods.	Low	Plan for and communicate support needs.	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
			Yes

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Await Cabinet Authorisation	30/6/18		
Inform post-holder	1/7/18		
Commence management of change	1/10/18		
Implement	1/4/19		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	30/6/18
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Reduction of 1 x FTE Admin Officer post will require additional support from elsewhere within Planning, Property and Public Protection.	

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)

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None

14. On-going monitoring arrangements?

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

Admin support will continue to be reviewed and discussed at PPPP managers' meetings should any unforeseen issues arise.

Please state when this Impact Assessment will be reviewed.

N/A – the post is being removed.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Peter Morris		
Head of Service:	Ken Yorston		
Strategic Director:	Nigel Brinn		
Portfolio Holder:	CLlr Martin Weale		

16. Governance

Decision to be made by	Cabinet	Date required	30/6/18
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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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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	PPPP	Head of Service	Ken Yorston	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
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Proposal	PP03 – Income generation by the Planning Policy Service						
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Outline Summary / Description of Proposal

The Planning Policy Service is not able to charge for the statutory duties that it undertakes on behalf of the Authority, however there is potential to generate an income by providing and charging for professional planning advice to:

1. Other service areas within the authority to support corporate priorities, such as the Council house-building programme, property investment / development opportunities, development management, or the Growing Mid Wales / Growth Deal; and to
2. Other authorities currently engaged in development plan preparation who require additional professional planning expertise.

The opportunity to generate an income is only considered possible in the short intervening period between the adoption of the first Local Development Plan (LDP) in April 2018 and the commencement of a replacement LDP anticipated in 3-4 years.

Unless income generation is pursued, a reduction in the planning policy budget of 21% will leave no option other than to make additional staff posts redundant with potential significant impacts on statutory duties. With fewer posts, the ability to generate income would not be possible either.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£ tbd	£52,000	0	0	(Note: Replacement LDP to commence)	£52,000 (i.e. £52,000 per annum target)

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Justification – Staff within the team are fully informed and are aware of the need to generate income.	No

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

Version	Author	Job Title	Date
PP3V.1	Peter Morris	Professional Lead – Planning Policy	4-6-18

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			
Any work undertaken for other services areas is likely to have a positive impact for those service areas because it will be providing them with additional professional planning support and Council-wide expertise e.g. Development Management, Council Housing, Property, Regeneration.			
The greatest potential impact will be on the planning policy service itself because supporting others must be managed with the service's on-going statutory requirements. Refer to risk section below.			
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?	IMPACT Please select from drop down box below	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><u>Work undertaken for internal services</u> will support the economy e.g. supporting development management, Council Housing, property all leads to development and commercial opportunities.</p> <p>Work undertaken to <u>support other authorities</u> is not likely to have a significant direct impact on the Powys economy, but has the potential to support the economy of Wales.</p>	Good	No additional mitigation proposed	Good
Health and Care We will lead the way in effective, integrated rural health and care	Depending on which service area is being supported and the work being undertaken, it may be possible to contribute to this priority.	Neutral	No additional mitigation proposed	Neutral

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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
Learning and skills We will strengthen learning and skills	By supporting other services, the potential exists to share and learn new skills with others.	Good	No additional mitigation proposed	Good
Residents and Communities We will support our residents and communities	By supporting others, there is a potential to impact on the planning policy service provided to the residents and communities of Powys. Supporting other internal services will potentially improve the authority's support for residents and communities.	Poor	Ensure website provides as much information as possible. Monitor position e.g. increase in complaints.	Neutral

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Source of Outline Evidence to support judgements
Officer assessment of impacts provided.

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.	Work undertaken for internal services will support the economy e.g. supporting development management, Council Housing, property all leads to development. Work undertaken to support other authorities is not likely to have a significant direct impact on the Powys economy, but has the potential to support the economy of Wales.	Good	No additional mitigation proposed	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).	As planning policy professionals, our support and advice will always adhere to this goal. Depending on which service area is being supported and the work being undertaken, it may be possible to contribute to this goal.	Good	No additional mitigation proposed	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.	Depending on which service area is being supported and the work being undertaken, it may be possible to contribute to this goal.	Neutral	No additional mitigation proposed	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Depending on which service area is being supported and the work being undertaken, it may be possible to contribute to this goal.	Good	No additional mitigation proposed	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.	As planning policy professionals, our support and advice will always adhere to this goal in pursuit of the sustainable development principles.	Good	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Opportunities to promote the Welsh language</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Welsh Language impact on staff</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	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>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Disability</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Gender reassignment</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Marriage or civil partnership</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Race</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Religion or belief</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sex</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Sexual Orientation</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral
<i>Pregnancy and Maternity</i>	Unlikely to contribute directly to this goal.	Neutral	No additional mitigation proposed	Neutral

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Source of Outline Evidence to support judgements
Officer assessment of impacts provided.

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)				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	As planning policy professionals, our support and advice will always adhere to this goal.	Very Good	No additional mitigation proposed	Very Good
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	By supporting others, the service will be applying this principle.	Very Good	No additional mitigation proposed	Very Good
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	The extent of involvement undertaken will be a matter for the commissioning service.	Neutral	No additional mitigation proposed	Neutral
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	Depending on the work being undertaken, this principle will be applied.	Good	No additional mitigation proposed	Good
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	In supporting others, an integrated approach will be undertaken	Good	No additional mitigation proposed	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	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	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	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.	Unlikely to directly impact on this principle	Neutral	No additional mitigation proposed	Neutral
Impact on Powys County Council Workforce	<p>Undertaking work for other service areas will assist the workforce in other service areas by providing them with professional planning expertise.</p> <p>It will safeguard an experienced team of planning policy staff in readiness for the ongoing review and preparation of a replacement development plan to meet legislative requirements.</p> <p>However, supporting other services may impact positively or negatively upon individual staff within the planning policy team e.g. workload management may increase.</p>	Neutral	No additional mitigation proposed	Neutral
Source of Outline Evidence to support judgements				
Officer assessment of impacts provided.				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
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Medium	Medium	Medium
Mitigation		
<p>The planning policy service has not previously sought to generate an income target so the achievement of the proposal is unknown. Assuming a future income target is set and not achieved, the only mitigation possible to meet a shortfall in budget would be to utilise an un-spent budget line if available or to make further posts redundant / reduce contracted hours. (See PP2 which proposes to make 1 x FTE Administrative Officer post redundant).</p>		

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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
Planning policy service focus shifts to income opportunities and statutory core service duties (e.g. monitoring, housing land availability) may suffer / slip	Medium	<p>Prioritise planning policy service work first.</p> <p>Maintain existing staffing levels, but buy in / secure from elsewhere additional planning policy support if possible and budget allows.</p> <p>New ICT monitoring system being procured for Oct 2018 should increase monitoring efficiency.</p> <p>Training of planning policy staff e.g. GIS.</p>	Low
Ability to start a replacement LDP may take longer as the evidence base may not be as complete and as up to date as it would otherwise have been.	Medium	Seize joint working opportunities on evidence with others (internally or externally) if available. Note: this has not proven successful in the past despite our best endeavours.	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
		Yes	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Await Cabinet authorisation	30/6/18		
Develop / identify income opportunities	1/7/18		
Commence income opportunities	1/4/19		
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	30/6/18
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
N/A												

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	Property	Head of Service	Ken Yorston	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
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Proposal	Cessation of Carbon Reduction in 2019-20
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Outline Summary / Description of Proposal

The Carbon Reduction Commitment will cease at the end of Phase 2 in 2018-19. This impact assessment therefore provides the impact of this change in legislation and resultant savings on the authority.

In the Spring Budget 2016, the Chancellor announced the closure of the CRC Energy Efficiency Scheme at the end of the financial year 2018-19. The annual budget figure of £252,850 therefore is not required from 2019-20. However it has been announced that the lost Government revenue as a result of the closure of the CRC scheme will be replaced by an increase in the Climate Change Levy (CCL) costs which the Council already pays on its utility bills. The initial information provided indicates that the CCL on all utility bills will increase the energy costs for the Council by £87k. The net saving for the Corporate Property budget when all costs/lost revenue is taken into account is £80k.

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£80k				

NB. These are recurring revenue savings

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	This is a Legislation change and PCC cannot influence.	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
V1.1	Gareth Richards	Energy Officer	29/05/2018
V1.2	Natasha Morgan	Professional Lead	08/06/2018

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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			
The proposal will have a financial impact on services with a property portfolio within the Council. The increase in CCL costs for services will be negated by the distribution of the existing CRC budget. Details of financial effect are as follows: The school service will save approximately £87k in CRC allowances which schools pay annually to the corporate budget. In addition any increase in the Climate Change Levy will result in an increase in electricity costs for each service. However the increased costs to services will be negated by the redistribution of CRC budget to cover these increased costs. The net effect is that there will be £80k net saving.			
Service Area informed:	Yes	Contact Officer liaised with:	Tracey Holder
Mitigation			
Finance officers informed.			

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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		Neutral
No impact.	No impact.	Neutral		Neutral
Learning and skills We will strengthen learning and skills	No impact.	Neutral		Neutral
Residents and Communities We will support our residents and communities	No impact.	Neutral		Neutral

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
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 removal of the CRC may reduce the incentive to reduce Carbon emissions in the Councils building stock, however increased Climate Change Levy will negate this potential negative impact.	Neutral		Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact.	Neutral		Neutral
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact.	Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact.	Neutral		Neutral

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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>	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
Knowledge of CRC legislation.

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 removal of the CRC may reduce the incentive to reduce Carbon emissions in the Councils building stock, however increased Climate Change Levy will negate this potential negative impact.	Neutral		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	No impact.	Neutral		Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	No impact.	Neutral		Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	No impact.	Neutral		Neutral
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	No impact.	Neutral		Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	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	No impact.	Neutral		Neutral
Source of Outline Evidence to support judgements				
Knowledge of CRC legislation.				

8. Achievability of proposal?

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?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Government decides to reverse its decision.	Low	PCC cannot influence Government policy!	Low
Government increases CCL costs above initial increases provided	Low	PCC cannot influence Government policy!	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Indicative timetable for actions to deliver change proposal, if approved

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Action	Target Date	Outcome	Decisions made
Adjust budgets for 2019-20	April 2019.	Current CRC budget between	N/A
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is little impact/ risk in moving forward with this proposal.	

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?

None.

Please state when this Impact Assessment will be reviewed.

N/A

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Gareth Richards		29/05/2018
Head of Service:	Ken Yorston		
Director:	Nigel Brinn		
Portfolio Holder:	Clr Phyl Davies		

16. Governance

Decision to be made by	Choose an item.	Date required

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	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
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Proposal	Disposal of Neuadd Maldwyn
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Outline Summary / Description of Proposal

Further to a Portfolio Holder Report dated 11 December 2017 approving a review of the Council's office accommodation in the north, the Strategic Property team undertook stage 1 of the review and took the findings and resulting recommendations to Cabinet on 13th March 2018. Cabinet approved the recommendations.

As per the approved recommendations, the project is now moving to Stage 2 during which, subject to establishing a cost effective alternative front line location in Welshpool, Neuadd Maldwyn will be closed at the earliest opportunity (recommendation no.1).

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	165,000				

NB. These are recurring revenue savings

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Consultation requirements will be confirmed once the final option for disposal of Neuadd Maldwyn (and therefore options for the relocation of staff) has been identified.		
Choose an item.		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	Sarah Page	Strategic Property Project Manager	06.06.2018
1.2	Natasha Morgan	Professional Lead	08/06/2018

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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

Yes. The proposal has the potential to impact on services which currently operate from Neuadd Maldwyn.

Service Area informed: Yes **Contact Officer liaised with:** Affects several services

Mitigation

Initial engagement meetings have been held with services and Stage 2 of the review will involve further engagement.

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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		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
Health and Care We will lead the way in effective, integrated rural health and care	The North Office Review supports the Corporate Improvement Plan, the One Powys Plan and Vision 2025 priorities by seeking to ensure that working locations support staff in delivering services and that front-offices are accessible to service users. The review recommendations support the co-location of services, enabling them to be joined-up and to provide integrated support to service users. The review supports the underpinning 'making it happen' section of the Vision 2025, by providing the workforce with an agile and flexible environment, by prioritising residents and communities within the recommendations and by making the best use of our resources.	Good		Choose an item.
Learning and skills We will strengthen learning and skills	As above	Good		Choose an item.
Residents and Communities We will support our residents and communities	Whilst staff may locate away from Welshpool and this may have a negative impact on the town, depending on the end use of Neuadd Maldwyn, there could be a positive benefit for residents.	Neutral	All options for the future of Neuadd Maldwyn will be explored as well as options for staff to hot desk from Welshpool thereby maintaining a presence in the town	Good

Source of Outline Evidence to support judgements

- Meetings with service representatives as part of the review have indicated that they require fit for purpose front-office accommodation in Welshpool and Newtown
- The Engage4Change group has been consulted and is supportive of the proposals
- Analysis of space utilisation at Neuadd Maldwyn indicates that the building is significantly under-utilised. The internal layout of the building is also very inefficient – with only 66% of the building being utilisable as office and meeting space, whilst 22% of the building consists of corridors and stairways

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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>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>The project aims to ensure that Powys Offices are utilised efficiently. Neuadd Maldwyn is currently significantly underutilised and therefore does not support the ‘prosperous Wales’ well-being goal.</p>	<p>Good</p>		<p>Choose an item.</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The project aims to be an enabler to the Agile Working programme. As such, the intention is to ensure that staff are able to work where they need and when they need to. This will include the enablement of staff to work closer to home or to clients or sites and to therefore reduce the need to travel.</p>	<p>Good</p>		<p>Choose an item.</p>
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The project aims to ensure that our front-line services are operated from buildings which are in the right location and which are fit for purpose.</p>	<p>Good</p>		<p>Choose an item.</p>

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Impact Assessment (IA)

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A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	The project aims to ensure that our front-line services are operated from buildings which are in the right location for our communities and which are fit for purpose.	Good		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	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.
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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.	The research stage of the project has discussed service needs for office and front-line accommodation in the county.	Good		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Officers are working with colleagues from across the council to ensure that the project aims and recommendations are joined up	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Officers are working with colleagues from across the council to ensure that the project aims and recommendations are joined up	Good		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	The project research stage has considered multiple sources of information (financial, condition surveys, service need, facilities and IT need) in order to identify suitable recommendations	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.	n/a	Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a	Choose an item.		Choose an item.

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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	n/a	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.	n/a	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	Service representatives have been consulted throughout. Once the project recommendations are finalised staff will be consulted	Choose an item.		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
High	Medium	Medium
Mitigation		
Engagement with staff and exploration of all options		

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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
There is a risk that there may not be interest from the market to purchase or lease Neuadd Maldwyn	High	Work with the Valuation Team in Strategic Property to market the property	Medium
There is a risk that there may not be a suitable alternative premises in Welshpool for Powys front line services to move to	Medium	Work with the Valuation Team in Strategic Property to market the property	Low
There is a risk that staff and the unions may not be supportive of the proposed changes	Medium	Continue to engage with staff and the unions	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
Stage 2 of review	Summer 2018	Final recommendation for the disposal of Neuadd Maldwyn	
Cabinet report	Ready by August 2018 for Cabinet in September 2018	Final recommendation for the disposal of Neuadd Maldwyn approved	
Recommendation carried out	March 2019	Achievement of income target	
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	September 2018
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
Project Manager	0.2	0.2	0.2	0.2	0.2	0.2						
Valuation team marketing	0.1	0.1	0.1	0.1	0.1	0.1						
Corporate Property Manager input	0.1	0.1	0.1	0.1	0.1	0.1						

NB. This will be covered from existing resource

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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Whilst there is possibly high impact on those staff currently located in Neaudd Maldwyn we are mitigating risk by engagement and by exploring all possible solutions within the town for hot desking. The progress of the agile working project will have a large impact on the success of this project.

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

What additional evidence and data has informed the development of your proposal?
Cabinet report and associated appendices March 2018

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Arrangements to be determined as part of Stage 2
Please state when this Impact Assessment will be reviewed.
During stage 2

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Natasha Morgan		
Head of Service:	Ken Yorston		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Phyl Davies		

16. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Strategic Property	Head of Service	Ken Yorston	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
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Proposal	CIPFA Valuations re-tendering
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Outline Summary / Description of Proposal

We have been using District Valuation Services (DVS) for these statutory valuations (CIPFA) where we have to value around a third of our corporate estate every year for accounting purposes and have a budget of £80k each year to pay for this work.

In order to make sure that we were obtaining best value for money, we carried out a re-tender exercise. The successful bidder came in less than the current budget and so we think we can reduce the £80k budget by £40k each year.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0.00	£40,000.00				

NB. These are recurring revenue savings

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	N/A	No

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

Version	Author	Job Title	Date
Version 1.0	Emma Gilchrist	Assistant Valuer	04.06.18
Version 1.2	Natasha Morgan	Professional Lead	08.06.18

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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 no impact on any internal service area			
Service Area informed:	N/A	Contact Officer liaised with:	N/A
Mitigation			
N/A			

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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 – previous and current contractors not Powys-based	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
Contracted service has not changed, only the

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.		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).		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.		Neutral		Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.		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.		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>		Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		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>		Neutral		Neutral
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

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Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Saving money through re-tendering to procure the same service for a reduced cost to the authority, enabling savings targets to be met	Good		Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Neutral		Neutral
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.		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.		Neutral		Neutral
Preventing Poverty:				
Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		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
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.		Neutral		Neutral
Impact on Powys County Council Workforce		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
Low	Low	Low
Mitigation		
A thorough procurement exercise was undertaken to fully evaluate the tenders received and ensure the chosen provider is fully competent and has the required resources to fulfil the contract		

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
Failure of selected contractor to deliver service	Low	Thorough procurement exercise and contract monitoring	Low
Relationship with experienced previous 3 rd party contractor	Low	Fair and transparent procurement exercise	Low
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			✓

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
N/A			
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
N/A												

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>There is no impact on Powys residents or Council service areas, as the contract was to provide the same level and terms of service delivery. Regarding cost there was internal resource required to conduct the re-tendering exercise but no out of pocket expense to the Council.</p>	

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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?

None

14. On-going monitoring arrangements?

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

The contract will be monitored throughout by Strategic Property officers

Please state when this Impact Assessment will be reviewed.

At point of next re-tendering, 2023

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Natasha Morgan		
Head of Service:	Ken Yorston		
Director:	Nigel Brinn		
Portfolio Holder:	CLlr Phyl Davies		

16. Governance

Decision to be made by	Choose an item.	Date required

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	Strategic Property	Head of Service	Ken Yorston	Director	Nigel Brinn	Portfolio Holder	Cllr Phyl Davies
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Proposal	Achievement of £170,000 additional income by March 2020
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Outline Summary / Description of Proposal

Corporate Property has purchased Ladywell House in Newtown. The property presents the opportunity to achieve the 3 benefits set out below. Benefit no. 3 is also linked with the Council Savings Programme, which requires that an additional income of £170,000 is achieved from Ladywell House during the financial year 2019/20 (by March 2020).

1. We want to help develop a vibrant, healthy and enterprising economy by providing ~4,000 sq m of modern and flexible office spaces in a desirable location for small businesses to establish and expand in the north of Powys by April 2019.
2. We want to generate ~£200,000 / year additional income from April 2017, to support the council in achieving its corporate objectives and delivering sustainable services.
3. We want to increase our income generation opportunity from Ladywell House by at least £170,000 from April 2019 onwards, to support the council in achieving its corporate objectives and delivering sustainable services.

The Property is c.4229 sq. m, of which about 3000 sq. m is let out producing an income of c. £222,000 per annum. A further 1200 sq. m is vacant and available for letting. The total potential income is c. £403,000 per annum (as estimated by the selling agents).

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£0	£170,000				

NB. These are recurring revenue savings

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered

No consultation necessary		
Choose an item.		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	Sarah Page	Strategic Property Project Manager	07.06.2018
1.2	Natasha Morgan	Professional Lead	08.06.2018

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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	
No	
Service Area informed:	Contact Officer liaised with:
Mitigation	
<div style="text-align: center; font-size: 48px; opacity: 0.3; font-weight: normal;">DRAFT</div>	

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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	We want to help develop a vibrant, healthy and enterprising economy by providing ~4,000 sq m of modern and flexible office spaces in a desirable location for small businesses to establish and expand in the north of Powys by April 2019.	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

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.	We want to help develop a vibrant, healthy and enterprising economy by providing ~4,000 sq m of modern and flexible office spaces in a desirable location for small businesses to establish and expand in the north of Powys by April 2019.	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	Neutral		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	Neutral		Choose an item.
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>	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.

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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.	We want to help develop a vibrant, healthy and enterprising economy by providing ~4,000 sq m of modern and flexible office spaces in a desirable location for small businesses to establish and expand in the north of Powys by April 2019.	Good		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	n/a	Good		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Ongoing communication and engagement with tenants and the Regeneration team to ensure tenants and the business community are supported	Good		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.	n/a	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.	n/a	Neutral		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a	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	n/a	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.	n/a	Neutral		Choose an item.
Impact on Powys County Council Workforce	none	Neutral		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	Medium	Medium
Mitigation		

Cyngor Sir Powys County Council

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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
Strategic programming of the works may enable vacant spaces to be filled more quickly than the project benefits require	Medium	Prepare the works programme with this opportunity in mind. Prepare a marketing strategy with incentives for early sign-up	Medium
Risk of not getting tenants into the building quickly enough (e.g. because we overestimated demand or because our rents are not competitive)	High	Consider getting tenants signed up on a speculative basis 'off-plan'. Prepare a marketing strategy with incentives for early sign-up	Medium
There is a risk that the specification that we draw up is not what the tenant market wants	Low	The design is flexible to ensure that the space can be adapted to tenant needs	Low
There is an opportunity to market the space and to use tenant feedback in the design and specification for the building	Medium	Marketing Strategy - in preparation	Medium
The works are not completed on time and the offices can't be let on time	High	Include for float in programme of works. Identify dependencies and include for float between them.	Medium
There is a risk of disruption to existing tenants from the refurbishment programme	High	Prepare a 'Roles & Responsibilities' document and share with team for comment - Complete	High
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
Tender	July 2018		
Tender award	August 2018		
Refurbishment	By April 2019		
Tenants move in	By March 2020	Income target 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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Cyngor Sir Powys County Council

Impact Assessment (IA)

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Project Manager	0.8	0.8	0.8	0.8	0.8	0.8						
Valuation team marketing	0.1	0.1	0.1	0.1	0.1	0.1						
HoWPS project management	0.75	0.75	0.75	0.75	0.75	0.75						
HoWPS Designer	0.75	0.75	0.75	0.75	0.75	0.75						
Strategic Property Professional Lead	0.1	0.1	0.1	0.1	0.1	0.1						

NB. These resources are already budgeted for.

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The generation of further income from this building will have a positive impact on the economy as businesses will have more space to move/ grow into. There is a medium risk of this project not coming to fruition by April 2019 as it is dependent on the refurbishment works being carried out in a timely fashion.	

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

What additional evidence and data has informed the development of your proposal?
All project documents are on the Project SharePoint site and support this IA

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The IA will be listed on the Highlight Report, together with other supporting project documentation and will be periodically reviewed
Please state when this Impact Assessment will be reviewed.
Ongoing

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sarah Page		
Head of Service:	Ken Yorston		
Director:	Nigel Brinn		
Portfolio Holder:	ClIr Phyl Davies		

16. Governance

Decision to be made by

Choose an item.

Date required

FORM ENDS

DRAFT

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	Schools	Head of Service	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Additional Learning needs – Other, Increased Income Targets and Uniform Grant						
Outline Summary / Description of Proposal							
Cease uniform grant and achieve income from ALN (sensory, psychology and welfare services) (16k Uniform Grant, 30k income generation targets for services).							
The below impact assessment is in relation to the removal of the uniform grant only.							

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1. Profile of savings delivery (if applicable)

FY1920 - £46k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Justification – PCC have only committed to this for one year.	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
Version 1.1	Jo Cassey/Alec Clark	Head of Learning	06/09/18

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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			
Removes the administration element for Income & Awards.			
Service Area informed:	Yes	Contact Officer liaised with:	Katie Morgan
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?	<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	This will impact on low income families	Poor	Advise schools to review their school uniform policy to ensure that any distinctive clothing items can be purchased as cost effective as possible, and includes opportunity for re-use scheme.	Neutral
Health and Care We will lead the way in effective, integrated rural health and care	See above	Poor	See above	Neutral
Learning and skills We will strengthen learning and skills	See above	Poor	See above	Neutral
Residents and Communities We will support our residents and communities	Inability to purchase the set uniform may contribute to stigmatisation	Poor	Advise schools to be sensitive to individual financial circumstances when enforcing uniform policy	Neutral

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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.	N/A	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).	N/A	Neutral	N/A	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	N/A	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Inability to purchase the set uniform may contribute to stigmatisation.	Poor	Advise schools to be sensitive to individual financial circumstances when enforcing uniform policy	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.	As above	Poor	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>	N/A	Neutral	N/A	Neutral
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral	N/A	Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	N/A	Neutral
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>	N/A	Neutral	N/A	Neutral
<i>Disability</i>	N/A	Neutral	N/A	Neutral
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A.	Neutral
<i>Race</i>	N/A	Neutral	N/A.	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A.	Neutral
<i>Sex</i>	N/A	Neutral	N/A.	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A.	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A.	Neutral

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Impact Assessment (IA)

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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.	N/A	Neutral	N/A	Neutral
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	N/A	Neutral	N/A	Neutral
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	N/A	Neutral	N/A	Neutral
Prevention: Understanding the root causes of issues to prevent them from occurring.	N/A	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.	N/A	Neutral	N/A	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	This will impact on low income families	Poor	Advise schools to review their school uniform policy to ensure that any distinctive clothing items can be purchased as cost effective as possible, and includes opportunity for re-use scheme.	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	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	Removes the administration element for Income & Awards.	Good	N/A	Good
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		
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
Loss of Knowledge, Experience and Capacity	Low	N/A	Low
Failure to meet statutory duties	Low	Service will ensure all statutory duties are covered	Low
Reduction of support to schools	Low	Support to schools will continue at current level	Low
Impact on learner outcomes	Low	Savings will be achieved from areas not impacting on learner outcomes	Low
Failure to maximise grant and other funding opportunities	Low	Ensure key officer has responsibility for monitoring grant opportunities	Low
Financial risk of require consultants to cover knowledge gap in interim period.	Low	N/A	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
Cease uniform grant	April 2019	Saving of £16,000	Cease grant
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Yes	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
N/A												

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)

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The decision was made to cease the uniform grant as a cost saving to contribute towards the Local Authority savings for 2019/20. The impact to the Local Authority in terms of workforce and knowledge is low but there is a certain reputational risk as this will impact on the lowest income families. There is a Welsh Assembly Government grant in the current finance year (2018/19) however, there is no guarantee that this funding will continue in subsequent years.

This impact assessment is purely based on the uniform grant element of SCP01 and not the income generation element.

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

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

No

14. On-going monitoring arrangements?

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

Correspondence from and contact with schools and parents will be monitored through the Education Welfare Service, with updates provided to SSMT.

Please state when this Impact Assessment will be reviewed.

September 2019

15. Sign Off

Position	Name	Signature	Date
Senior Manager – ALN & Inclusion	Imtiaz Bhatti		06/09/18

16. Governance

Decision to be made by	Date required
Portfolio Holder	

FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Schools central budgets, school houses, howps advice, R & M, maternity						
Outline Summary / Description of Proposal							

There are a number of other very small budgets under Central Services that are used to cover costs such as Net Maternity Costs, other Supply, Asset Management support from HoWPS. It is proposed that these budgets are removed or significantly reduced as detailed below over the three year period commencing April 2019.

The impact of these proposals will place additional pressure on individual Schools Delegated and other budget areas, however it is expected that the recently introduced mutual supply insurance scheme will from 2019-20 be robust enough to include cover for maternity provision in line with the policy offered by Pembrokeshire who are supporting the service in the development of the policy

The remaining budget in this area largely relates to the provision of entertainment and performance licences for schools together with a payment for the provision of ICT support to Primary and Special Schools which is currently subject to a review be lead by Eurig Towns and Gareth Jones

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Efficiency Calculation Misc. Central Services.

	2019- 20	2020- 21	2021- 22	2022- 23	Total
Central Services Staff					
Maternity Cover (Net)	18	18			36
Asset Management (HoWPS)	15	15			30
School Houses	4				4
Schools R & M Centrally Retained	49				49
Total	86	33	0	0	119

1. Profile of savings delivery (if applicable)

FY1920 - £86k					

2. Consultation requirements

Cyngor Sir Powys County Council
Impact Assessment (IA)

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Consultation Requirement	Consultation deadline	Feedback considered
Public consultation required	This would be undertaken as part of the fair funding formula and SLA reviews	Yes

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

Version	Author	Job Title	Date
Version 1.1	Jo Cassey / Gareth Jones	Senior Manager – Central Services	28 th May 2018

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

The proposals will have some impact on individual schools budgets

Service Area informed:	None Yet – All Schools need to be consulted with	Contact Officer liaised with:	TBC
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Mitigation

Need to include the rationale for the reduction in these budgets as part of the consultation on the review of the fair funding formula and delegation levels.

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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	As the proposal will only impact on internal resources, it is not expected to be material in any school.	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	As the proposal will only impact on internal resources, it is not expected to be material in any school.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral
Learning and skills We will strengthen learning and skills	As the proposal will only impact on internal resources, it is not expected to be material in any school.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral
Residents and Communities We will support our residents and communities	As the proposal will only impact on internal resources, it is not expected to be material in any school.	Neutral	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals	Neutral

Source of Outline Evidence to support judgements
Schools Service Management Team meeting minutes and support business case.

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.	As the proposal will only impact on internal resources, it is not expected to be material in any school.	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

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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

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Source of Outline Evidence to support judgements
Schools Service Management team meeting minutes and business case

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 only impact on internal resources, it is not expected to be material in any school.	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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		Neutral		Neutral
Source of Outline Evidence to support judgements				
Schools Service Management Team meeting minutes and business case				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		
Consultation with schools as part of the fair funding formula and budget review		

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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
Loss of Knowledge, Experience and Capacity	Low	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	Low	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
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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:	

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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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 7 years.

Service Area	Schools	Head of Service	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Schools central & Transformation budgets						
Outline Summary / Description of Proposal							
Review staff teams and amalgamate							

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1. Profile of savings delivery (if applicable)

FY1920 - £200k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Choose an item.		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
Version 1.1	Jo Cassey / Gareth Jones		

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 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	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		Neutral		Neutral
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		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

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		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

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of 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
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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:	

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Schools Early Years						
Outline Summary / Description of Proposal							

The authority has a statutory requirement to provide a minimum of 10 hours per week of pre-school foundation phase education to all children from the start of the term following his / her third birthday until he / she commences school on a full time basis, normally at the start of the school year following his / her fourth birthday.

As part of the change of age of admission process in September 2017, which resulted in a net annual revenue saving of £1,250,000, the cabinet approved that the authority should provide above the statutory minimum of 10 hours; and from September 2017 parents can currently access 12.50 hours of pre-school foundation phase education through a network of 80 funded settings spread geographically across the authority.

Welsh Government has commenced the roll out of an extended childcare and education provision from September 2017 and by September 2020 all working parents of 3 and 4 year old children will be entitled to access extended childcare / foundation phase education of 30 hours per week for up to 48 weeks of the year. The authority has received confirmation that provision will be rolled out in Powys on a phased basis commencing in January 2019.

Of the current 80 settings funded in Powys, around 55 are delivered in schools, representing just over 60% of the total number of places offered; the remaining places are delivered from other CIW registered community and childcare facilities across the authority.

Welsh Government have confirmed that the funding level for the additional hours will be at £4.50 per hour, which is above the authority's current average funding level for the foundation phase and that if the authority reduced the funded hours from 12.5 to 10 in respect of the pre-school foundation phase provision the new funding would be available for the remaining 20 hours per week.

As a result of this extension of provision the two following efficiencies are proposed:

1. That consultation is undertaken with contracted settings to reduce the funded pre-school foundation phase education provision from 12.5 hours per week to 10.0 hours per week from the 1st September 2019, or the date the extended child care provision is rolled out in their catchment if later.
2. That settings delivering the extended childcare in a school setting are required to pay an agreed rent for the additional childcare hours that are funded directly by Welsh Government.

Estimates of efficiencies achieved from both proposals are summarised below. Consideration will be required to consider how the additional income achieved through rental income (proposed in bullet point 2 above) is accounted for between the service and the individual school through their schools delegated budget; this will need to be considered as part of the current review of the Fair Funding Formula and the Scheme for the Financing of Schools which is being led by the finance service.

The service has just commenced a review of the usage and resulting capacity of all its schools and as part of this exercise the actual use of the facilities in schools by early years settings will be identified by the end of May 2018.

The implementation of the extended childcare provision will have a positive impact on the number of part and full time posts available through the network of settings across the authority.

Estimated Early years Income / Reduced Budget									
Year group	Number of Settings	Rent / cost per Hour	Number of Annual Hours Chargeable	Percentage Reduction	Annual Fee / Budget reduction	2019-20	2020-21	2021-22	Total
Reduction in Funding re FP pre school education				30%	1,953,000	130,200	260,400		390,600
Rent re pre School provision	55	7.5	1,060		437,250	145,750	145,750	145,750	437,250
Additional Property Costs (10 weeks)	55	10	300		(165,000)	(55,000)	(55,000)	(55,000)	(165,000)
Total						220,950	351,150	90,750	662,850

Although the proposals includes the reduction in the level of Foundation Phase pre School Education, this reduction is replaced by funded childcare provision for the children of working families and therefore if managed and communicated correctly it should be welcomed by the funded settings as the overall funding level will be at a higher level than currently provided and therefore has limited Financial, Legal, Political or reputational risk,

The greatest risk from this proposal relates to the reduction in the level of pre-school foundation phase education provision to those families where the parents are not in or cannot access employment and whose children will therefore not be entitled to access the extended provision.

Narrowing the impact of the poverty gap in terms of education outcomes is a Powys, Welsh and National target and the expected differential in the available services between the two groups will potentially extend and not narrow the gap.

As the programme is rolled out across Powys it is essential that options are discussed through multi agency work on how the authority can collectively support children from these families to access extended pre-school support and education.

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1. Profile of savings delivery (if applicable)

FY1920 - £221k					
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2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	T B A	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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Cyngor Sir Powys County Council
Impact Assessment (IA)

The integrated approach to support effective decision making



Version 1.1	Jo Cassey / Gareth Jones	Senior Manager – Central Service	28 th May 2018

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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			
The proposal runs directly alongside the Welsh Governments Proposal to extend funded childcare places for children aged 3 & 4 from working families.			
Service Area informed:	CYPP	Contact Officer liaised with:	Shelley Davie / John Haddon
Mitigation			
This efficiency is being proposed as it will be largely offset by increased funding for childcare places from WG			

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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	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area, with the exception of those children from the more deprived families.	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals and in particular those learners from disadvantaged families	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	As Above	Good	As Above	Very Good
Learning and skills We will strengthen learning and skills	As Above	Good	As Above	Very Good
Residents and Communities We will support our residents and communities	As Above	Good	As Above	Very Good

Source of Outline Evidence to support judgements

Welsh Government papers on the roll out of the Extended Childcare provision for working families.

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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 provide upto 30 hours Childcare / FP education provision for families of 3 & 4 Year olds, it will reduce the child care costs for these families while extending the number of jobs required in the caring area	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals and in particular those learners from disadvantaged families	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).	As above.	Good	As above.	Very 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.	As above.	Good	As above.	Very Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above.	Good	As above.	Very 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.	As above.	Good	As above.	Very 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>	As above. But with the promotion of Welsh Language early years provision as detailed in the WESP	Good	As above.	Very Good
<i>Opportunities to promote the Welsh language</i>	As above.	Good	As above.	Very Good
<i>Welsh Language impact on staff</i>	As above.	Good	As above.	Very Good
<i>People are encouraged to do sport, art and recreation.</i>	As above.	Good	As above.	Very 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>	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

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Source of Outline Evidence to support judgements

Welsh Governments Papers on the benefits of the extended Childcare programme

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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		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
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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:	

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	EIG Grant - Schools School Improvement						
Outline Summary / Description of Proposal							
Remove additional funding provided in 2018-19 and reduce the level of match funding to be in line with other authorities within the ERW Consortia of around 10%.							

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1. Profile of savings delivery (if applicable)

FY1920 - £675k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		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
Version 1.1	Jo Cassey / Gareth Jones		

Cyngor Sir Powys County Council

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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	
Service Area 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	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		Neutral		Neutral
Learning and skills We will strengthen learning and skills	Impact on options for Post-16 provision.	Poor	Transformation programme will need to focus on Post 16 provision across the County.	Poor
Residents and Communities We will support our residents and communities		Neutral		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

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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 pupils are travelling to England for Post-16 provision, we are decreasing the options possible for Welsh medium provision and Welsh medium pupils are unable to continue their studies through the medium of their choice.	Poor	Transformation agenda needs to consider the needs of Welsh medium pupils.	Poor
<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

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		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
Medium	Medium	Medium
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
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	Medium	Savings will be achieved from areas not impacting on learner outcomes	Medium
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
Allocate the EIG provision for 2018-19	May 2018	Effective delegation and retention resulting in improved outcomes for pupils.	SSMT
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Cyngor Sir Powys County Council
Impact Assessment (IA)

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

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

What additional evidence and data has informed the development of your proposal?
School data for Post-16 qualifications 2018-19.

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Challenge advisor visits with focus on Post 16 standards and provision.
Please state when this Impact Assessment will be reviewed.
April 2019.

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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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	Alec Clark	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Efficiencies of £48k (from a total budget for 19/20 £1.354 million) need to be found from the 19-20 ALN out of county budget. This will be done through reducing the number of pupils with additional needs being placed in schools out of the county.						
Outline Summary / Description of Proposal							

Pupil with additional learning needs are placed in an out of county provision for number of different reasons. Firstly, due to social reasons such as unavailability of foster carers in Powys and secondly as a result of unavailability of specialist education provision in the county. Both of these need to be addressed. The efficiency target will be achieved only if we can educate more Powys pupils with additional needs in Powys.

The current budget for out of county placements is £1.354 million this supports 25 pupils (August 2018) in out of county placements

Excellent *localised* additional learning needs provision for *local* pupils is a principle of the Powys ALN transformation and Inclusion Programme 2018-2021. The Powys ALN and Inclusion Transformation Programme 2018-2021 has a number of work streams within it that impact on this such as the development of the behaviour, emotional and social support for pupils and the role of specialist centres. The Powys ALN Transformation Programme 2018-2021 also has a number of areas of work linked to it that will impact on the efficiencies in the medium term such as the 21st Century Schools Programme.

Dependencies;

- 1- Better decision-making between Education and Social Care when we place pupils out of county. This has already begun under the current senior management structures within the council and the new ALN and Inclusion central team. This will and has had an immediate impact
- 2- The rebuilding of some of our special schools is part of the 21st Century Schools Programme and this includes the re-development of Brynllwarch and Cadewain Special Schools. This programme is being scoped under a broader footing which includes ALN needs and provision for pupils across the county. The development of a residential provision and the co-location of the Pupil referral unit are also being considered as part of this, increasing support for pupils in Powys
- 3- The seeing through of the of the Powys ALN and Inclusion transformation programme 2018-21 with the key principles of improving support in localities.

The saving is based on pupils exiting the education system at the end of schooling and no new Powys pupils with Additional Learning Needs being placed in out of the county provision. As pupils leave the education system and no new pupils are placed in out of county provision there will be a reduction in the spend. It needs to be appreciated this is a highly challenging because in emergency situations social care may be forced to place pupils in out of county foster care or there may be no alternative but to place a pupil in out of county specialist education due to their needs. Therefore, the proposal is to reduce the amount of spend on out of county placements by proportion of the total cost of the pupils leaving this type of provision in a given year.

In 2019/20 this strategy will enable us to efficiencies of £48K. Further efficiencies will be made in future years. Further projections will be communicated as identified

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1. Profile of savings delivery (if applicable)

2019/20 -£48					

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
Version 1.1	Imtiaz Bhatti	Senior Manager – ALN and Inclusion	15 th October 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	
Non	
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	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals and in particular those learners from disadvantaged families	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	As Above	Good	As Above	Very Good
Learning and skills We will strengthen learning and skills	As Above	Good	As Above	Very Good
Residents and Communities We will support our residents and communities	As Above	Good	As Above	Very Good

Source of Outline Evidence to support judgements
Senior Management Team Meetings.

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	Good	The implementation of the proposed procedures will ensure consideration is taken over the impact on the service delivery of any proposals and in particular those learners with additional needs	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).	As above.	Good	As above.	Very 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.	As above.	Good	As above.	Very Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	As above.	Good	As above.	Very Good

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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.	As above.	Good	As above.	Very 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>	As above.	Good	As above.	Very Good
<i>Opportunities to promote the Welsh language</i>	As above.	Good	As above.	Very Good
<i>Welsh Language impact on staff</i>	As above.	Good	As above.	Very Good
<i>People are encouraged to do sport, art and recreation.</i>	As above.	Good	As above.	Very 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>	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

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Source of Outline Evidence to support judgements
Senior Management Team 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.	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

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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	As above.	Choose an item.	As above.	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	As above.	Neutral	As above.	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		

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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	Low	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	Low	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	Low	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
Implementation	2018/18		
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

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Non												

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



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

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

14. On-going monitoring arrangements?

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

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required
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FORM ENDS

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Cyngor Sir Powys County Council

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Schools Central Budget						
Outline Summary / Description of Proposal							
Central redundancy budget that funds school redundancy costs							

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1. Profile of savings delivery (if applicable)

FY1920 - £236k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Choose an item.		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
Version 1.1	Jo Cassey / Gareth Jones		

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 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	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		Neutral		Neutral
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		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?	<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.	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

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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

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Cyngor Sir Powys County Council

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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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		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		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of 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
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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Impact Assessment (IA)

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

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?
Please state when this Impact Assessment will be reviewed.

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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Cyngor Sir Powys County Council

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Schools Improvement						
Outline Summary / Description of Proposal							
Reduction in staffing (numeracy practitioner / literacy advisor) and non staff budgets							

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1. Profile of savings delivery (if applicable)

FY1920 - £191k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Staff consultation required	April 2019	Yes

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

Version	Author	Job Title	Date
Version 1.1	Jo Cassey / Gareth Jones		

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	
No	
Service Area informed:	Contact Officer liaised with:
Mitigation	

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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?	IMPACT Please select from drop down box below	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	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		Neutral		Neutral
Learning and skills We will strengthen learning and skills	To deliver support for school for literacy and numeracy we would need to develop the role of the leader of learning with the consortium.	Unknown	Working with the ERW leaders of learning	Good
Residents and Communities We will support our residents and communities		Neutral		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?

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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 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

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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

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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.	Working with the consortium ERW	Neutral	Working with the ERW leaders of learning	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

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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.	As above.	Neutral	As above.	Neutral
Impact on Powys County Council Workforce		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	Medium	High
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
Loss of Knowledge, Experience and Capacity	High	Ensure service has suitable knowledge cover and provide training where appropriate	Medium
Failure to meet statutory duties	Low	Service will ensure all statutory duties are covered	Low
Reduction of support to schools	High	Need to support provision of school to school support	Medium
Impact on learner outcomes	Medium	Savings will be achieved from areas not impacting on learner outcomes	medium
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
Numeracy practitioner to end secondment in August 31 st 2018.	August 31 st	Post ceases	
Literacy practitioner post consultation begins in January 2019	January 2019	Teacher consulted on process.	
Literacy practitioner post ceases in August 2019.	August 2019	Post ceases.	
Portfolio Holder decision required	Yes	Date required	August 2018
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

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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 overall judgement will be that has a medium risk to the delivery of the school improvement menu of support.		

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

What additional evidence and data has informed the development of your proposal?
Leaders of learning support from ERW.

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitor the role of the ERW leaders of learning.
Please state when this Impact Assessment will be reviewed.
2020

15. Sign Off

Position	Name	Signature	Date

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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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	Jo Cassey	Strategic Director	Ian Budd	Portfolio Holder	Cllr Myfanwy Alexander
Proposal	Special schools, Band 1 & 2 learners reduction - School ALN						
Outline Summary / Description of Proposal							
Children with band 1 / 2 special needs returned to mainstream school education.							
The banding system in special needs identifies the level of need that children and young people may have. Bands 1 and 2 cover the lowest level of need of children and young people. The banding system is also used to identify the amount of resource that needs to be allocated on top of school’s core budget for the school to provide support for the child or young person. The Local Authority will be rolling out band linked funding for children and young people with a statement of special needs, which is already in place for special schools.							
Therefore, the proposal is that all band 1 and 2 children and young people be firstly considered for a mainstream placement prior to being considered for a placement in a special school. It is also envisaged that whilst all new statements are being considered in this manner there will be a reduction in band 1 and 2 children and young people in special schools through as they reach leaving age.							

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1. Profile of savings delivery (if applicable)

FY1920 - £45k					

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Justification – children and young people’s needs will be met in mainstream school where possible in a more inclusive learning environment. This is not about the reduction of provision but the correct alignment of it, as it is best practice for the children and young people to be supported within their own communities.	Choose an item.

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

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Version	Author	Job Title	Date
Version 1.1	Jo Cassey / Gareth Jones	Head of Learning	06/09/18

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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			
Reduced costs and associated administration for Home to School transport as a higher number of child and young people would be educated in their community rather than traveling long distances to specialist provision.			
Service Area informed:	Yes	Contact Officer liaised with:	John Forsey
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?	IMPACT Please select from drop down box below	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	Reduced spend with transport contractors due to reduced journeys for children and young people	Poor	Ensure timely communication is undertaken with the contractors	Poor
Health and Care We will lead the way in effective, integrated rural health and care	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area and will impact positively on the well-being of the children and young people as they will have reduced journey time and increased home time.	Good	N/A	Good
Learning and skills We will strengthen learning and skills	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area. The reduced journey times will impact positively on children and young people's ability to concentrate in the classroom.	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	As the proposal will be based on delivering the same service but more efficiently it is not expected to impact adversely in this area and will impact positively on the well-being of the children and young people as they will have reduced journey time and increased home time and socialisation with their peers.	Good	N/A	Good

Cyngor Sir Powys County Council

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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.	Reduced journey time will impact positively on children and young people's ability to concentrate in the classroom and reduce the Local Authority's carbon footprint.	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).	N/A	Neutral	N/A	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.	Good	As above.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	This will impact positively on the well-being of the children and young people as they will have reduced journey time and increased home time and socialisation with their peers.	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 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.	Good	As above.	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>	Provision within mainstream schools is going to increase the opportunity for Band 1 and 2 children and young people to learn in the medium of Welsh in their local school.	Good	N/A	Good
<i>Opportunities to promote the Welsh language</i>	N/A	Neutral	N/A	Neutral
<i>Welsh Language impact on staff</i>	N/A	Neutral	N/A	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Neutral	Encouragement is at the same level regardless of the provision.	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>	N/A	Neutral	N/A	Neutral
<i>Disability</i>	The proposed change to provision will enable children and young people with disabilities to be supported in their local communities where possible and appropriate.	Good	N/A	Good
<i>Gender reassignment</i>	N/A	Neutral	N/A	Neutral
<i>Marriage or civil partnership</i>	N/A	Neutral	N/A	Neutral
<i>Race</i>	N/A	Neutral	N/A	Neutral
<i>Religion or belief</i>	N/A	Neutral	N/A	Neutral
<i>Sex</i>	N/A	Neutral	N/A	Neutral
<i>Sexual Orientation</i>	N/A	Neutral	N/A	Neutral
<i>Pregnancy and Maternity</i>	N/A	Neutral	N/A	Neutral

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Source of Outline Evidence to support judgements

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, and should have a positive impact.	Good	N/A	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	As above.	Good	As above.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	As above.	Good	As above.	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	As above.	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.	As above.	Good	As above.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	Neutral	N/A	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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	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	Special schools will cater for more complex needs and their workforce needs to be realigned for children and young people that are more likely to be in Bands 3 and above. The mainstream schools will need to increase their knowledge base of how to support children and young people in Bands 1 and 2.	Neutral	Staff from Special schools could train staff in mainstream schools to support children from Bands 1 and 2.	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		
A well planned training and transition programme will be in place to support this change.		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Loss of Knowledge, Experience and Capacity	Low	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	Low	A well planned training and transition programme will be in place to support this change.	Low
Impact on learner outcomes	Low	Should improve learner outcomes due to aligning provision to best suit learner needs in their community.	Low
Failure to maximise grant and other funding opportunities	Low	N/A	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
Extend provision for band 1 and 2 children and young people within mainstream schools	2019/20	Improve learner outcomes due to aligning provision to best suit learner needs in their community.	To implement as outlined.
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

Support Requirements	2018-19				2019-20				2020-21			
	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 impact is low with many positive outcomes for children and young people, therefore, the recommendation is to proceed as outlined.		

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?
Ongoing monitoring of all statements children and young people would be carried out via the annual review process, which is reported up to the ALN Statutory Panel.
Please state when this Impact Assessment will be reviewed.
Autumn 2020/21

15. Sign Off

Position	Name	Signature	Date
Senior Manager – ALN & Inclusion	Imtiaz Bhatti		06/09/18

16. Governance

Decision to be made by	Portfolio Holder	Date required	
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FORM ENDS

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Service Area	TRADING STANDARDS	Head of Service	KEN YORSTON	Strategic Director	N. BRINN	Portfolio Holder	JAMES EVANS
Proposal	PROCEEDS OF CRIME INCREASED INCOME						
Outline Summary / Description of Proposal							
The proposal is related to proceeds of crime							
It involves							
- Increased POCA income of £70K							

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Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£---	£70K	£0	£0	£0	£0

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	n/a	No

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

Version	Author	Job Title	Date
1	CLIVE JONES	PROFESSIONAL LEAD	11 JUNE 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			
A reduced capability will have an effect on all regulatory functions across the council that use POCA. This could be from Planning to Environmental health to corporate fraud			
Service Area informed:	PLANNING	Contact Officer liaised with:	GWILYM DAVIES
Mitigation			
Key work is scoping work and proposal to have other officers trained to do basic pre account information will mitigate the risk			

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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	Taking money off criminals and reinvesting in community will benefit the Powys community	Very Good	Media on all actions will improve profile	Very Good
Health and Care We will lead the way in effective, integrated rural health and care	Returning monies to victims via compensation improves health of citizens who are affected by crime	Good	Need to publicise these effects to ensure support to all victims and example the cons	Good
Learning and skills We will strengthen learning and skills	N/a	Unknown	n/a	Unknown
Residents and Communities We will support our residents and communities	Communities will benefit from reinvestment in crime and disorder strategies	Good	Consult on crime and disorder opportunities with communities via CSP	Very Good

Source of Outline Evidence to support judgements

<http://www.legislation.gov.uk/ukpga/2002/29/notes/contents>

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.	Reinvesting money from criminals back into communities in reinvestment	Good	Explaining that the shadow economy is reduced will benefit Powys consumers and businesses	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).	n/a	Unknown	n/a	Unknown
A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Returning monies to victims will lower the effect of crime and act as	Good	Ensuring clear guidelines on what PCA can achieve with timetable	Very Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Safe communities exist by dealing with criminal activity through prosecution and POCA work	Good	Communication strategies will enhance this	Very Good

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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.	POCA work will go wider from Wales	Good		Very 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>	n/a	Unknown		Unknown
<i>Opportunities to promote the Welsh language</i>	N/a	Unknown		Unknown
<i>Welsh Language impact on staff</i>	n/a	Unknown		Unknown
<i>People are encouraged to do sport, art and recreation.</i>	n/a	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
<i>Disability</i>		Unknown		Unknown
<i>Gender reassignment</i>		Unknown		Unknown
<i>Marriage or civil partnership</i>		Unknown		Unknown
<i>Race</i>		Unknown		Unknown
<i>Religion or belief</i>		Unknown		Unknown
<i>Sex</i>		Unknown		Unknown
<i>Sexual Orientation</i>		Unknown		Unknown
<i>Pregnancy and Maternity</i>		Unknown		Unknown

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Cyngor Sir Powys County Council

Impact Assessment (IA)

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Source of Outline Evidence to support judgements

<http://www.legislation.gov.uk/ukpga/2002/29/notes/contents>

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.	POCA work is now embedded in our work and existing capability will provide sustainability	Good	Longer term planning	Very Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	We deliver POCA for at least 2 other local authorities and also for internal sections	Good	Increase agencies that we conduct POCA for	Very Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Reporting will go via the Powys Community Safety Partnership and this will include on decisions on reinvestment of funds via incentivization	Good	Ongoing feedback on performance on projects	Very Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	Part of ongoing Profile work is to understand the deterrent effect of POCA work	Good	Ongoing	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Part of Strategic Assessment of wider work across wales	Good	Build onto business planning	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Providing compensation back to victims will assist with income	Good	Media plan produced	Good

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Cyngor Sir Powys County Council Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	n/a	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.	POCA work links into work on vulnerable persons	Good	Ensure take viable POCA cases where victims involved to obtain compensation	Very Good
Impact on Powys County Council Workforce	Opportunities for officer development as financial investigation officers	Good	Offer financial investigation opportunities	Good
Source of Outline Evidence to support judgements				
http://www.legislation.gov.uk/ukpga/2002/29/notes/contents				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Medium	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
Do not achieve income target due from cases	High	Plan support and calendars	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
	High 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	
Cabinet decision required	Yes	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

12. Overall Summary and Judgement of this Impact Assessment?

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

Cyngor Sir Powys County Council
Impact Assessment (IA)

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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?

Quarterly assessment of target figures

Please state when this Impact Assessment will be reviewed.

March 2020

15. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	CLIVE JONES		
Head of Service:	KEN YORSTON		
Strategic Director:	N BRINN		
Portfolio Holder:	JAMES EVANS		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	TRADING STANDARDS	Head of Service	KEN YORSTON	Strategic Director	N. BRINN	Portfolio Holder	JAMES EVANS
Proposal	REDUCTION OF 1.4 FTE IN ENFORCEMENT OFFICERS (TS 2)						
Outline Summary / Description of Proposal							
The proposal is to reduce the operational staff in trading standards by 7% ,namely 1.4FTE.							

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£---	£58.7K	£0	£0	£0	£58.7K

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	none	No

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

Version	Author	Job Title	Date
1	CLIVE JONES	PROFESSIONAL LEAD	11 JUNE 2018

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			
There will be an Impact to other internal and external services. Reduced ability to do enquiries out of authority and take Section 9 statements. Reduced ability to support other regulatory sections within the council.			
Service Area informed:	All regulatory services	Contact Officer liaised with:	All services
Mitigation			
None possible – reduced service			

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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	Will mean that support for legitimate trade reduced and this will affect growth and profiles	Very poor	Bring back capacity with other officers	Poor
Health and Care We will lead the way in effective, integrated rural health and care	Support for vulnerable will be reduced as support visits cannot be made	Very poor	Possible involvement of voluntary sector	Poor
Learning and skills We will strengthen learning and skills	n/a	unknown	n/a	unknown
Residents and Communities We will support our residents and communities	Support will be reduced but there will need to be clarity on what delivery is possible	Very poor	Profile on delivery/use voluntary sector	unknown

Source of Outline Evidence to support judgements

Trading Standards Data

<https://www.tradingstandards.uk/news-policy/the-value-of-trading-standards>

The document from our professional institute shows the value of trading standards work

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.	Reduction in growth potential as business not supported	Very Poor	Advertise reduced service	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).	Reduction in growth potential as business not supported	Very Poor	Advertise reduced service	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.	Reduction in growth potential as business not supported	Very Poor	Advertise reduced service	Poor
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Reduction in safety work and increased potential for organised criminality	Very Poor	Advertise reduced service	Poor

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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	Very Poor	As above	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>	n/a	Unknown	n/a	Neutral
<i>Opportunities to promote the Welsh language</i>	n/a	Unknown	n/a	Neutral
<i>Welsh Language impact on staff</i>	n/a	Unknown	n/a	Neutral
<i>People are encouraged to do sport, art and recreation.</i>	n/a	Unknown	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>		Unknown		Choose an item.
<i>Disability</i>		Unknown		Choose an item.
<i>Gender reassignment</i>		Unknown		Choose an item.
<i>Marriage or civil partnership</i>		Unknown		Choose an item.
<i>Race</i>		Unknown		Choose an item.
<i>Religion or belief</i>		Unknown		Choose an item.
<i>Sex</i>		Unknown		Choose an item.
<i>Sexual Orientation</i>		Unknown		Choose an item.
<i>Pregnancy and Maternity</i>		Unknown		Choose an item.

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

TS data

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.	Reduced capacity will impact on community profile within Powys	Very Poor		Very Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	This will increase with reduced officers	Good	Profile work	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Essential to explain the role of the service to stakeholders and we do this through victim statements and feedback and we will consult on changes	Good	Explain reduced services	Very Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	Part of all work and may need to have increased emphasis here with reduced capacity to enforce	Very Poor	Explanation of new policy on enforcement	Poor
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Potential	Good	Opportunities	Very Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Less impact due to less resource – tackling rogue traders / getting compensation for victims	Very Poor	Look for referral to Police / other agencies	Poor

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	n/a	Unknown	n/a	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.	Reduced capability on safeguarding and Care Act responsibilities	Very Poor	Increase working with Social Services to mitigate	Poor
Impact on Powys County Council Workforce	Reduction in 1.4 FTE will have effect on remaining staff	Very Poor	Define roles clearly	Poor

Source of Outline Evidence to support judgements

<https://www.tradingstandards.uk/news-policy/the-value-of-trading-standards>

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Clear explanation of new reduced services		

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
Reduction in high risk visit duties	High	Intelligence led	High
Reduction in investigations	High	Prioritization	Medium
Reduction in Scams work with victims	High	Priority led to ones with most harm	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	YES		Low

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
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

Support Requirements	2018-19				2019-20				2020-21			
	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:
Reduction in 1.4 FTE in Enforcement Officers in Trading Standards which will impact on statutory duties	

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Impact Assessment (IA)

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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?

<https://www.tradingstandards.uk/news-policy/the-value-of-trading-standards>

14. On-going monitoring arrangements?

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

2 monthly management meetings review

Please state when this Impact Assessment will be reviewed.

March 2020

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	CLIVE JONES		
Head of Service:	KEN YORSTON		
Strategic Director:	N BRINN		
Portfolio Holder:	JAMES EVANS		

16. Governance

Decision to be made by	Choose an item.	Date required

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FORM ENDS

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Trading Standards	Head of Service	Ken Yorston	Strategic Director	N Brinn	Portfolio Holder	James Evans
Proposal	TS3 – Reduction in Emergency Planning capability						
Outline Summary / Description of Proposal							
Reduction in 1 FTE of an Officer from a team of 3.5 FTE involved in Emergency Planning							

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£22,000	£0	£0	£0	£22,000

Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Inform local resilience forum	No

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

Version	Author	Job Title	Date
1	C Jones	Professional Lead	19 June 2018

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	
Likely effect across all of Powys internal terms and across the LRF (Local Resilience forum) which covers Dyfed Powys area	
Service Area informed:	no
Contact Officer liaised with:	
Mitigation	
Look at greater resilience across Dyfed Powys via CRF	

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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	Likely impact on managing civil contingencies and support in critical incidents	Very Poor	Mitigate with Business Continuity (BC) role coming over to support team	Poor
Health and Care We will lead the way in effective, integrated rural health and care	Impact on Powys residents could occur with major incidents with less capacity	Very Poor	As above	Poor
Learning and skills We will strengthen learning and skills	n/a	Unknown		Unknown
Residents and Communities We will support our residents and communities	Reduction resilience to respond to incidents	Very Poor	Mitigation with support role from BC	Poor

Source of Outline Evidence to support judgements

The importance of this work is shown below-

<https://www.gov.uk/guidance/local-resilience-forums-contact-details>

<https://www.gov.uk/guidance/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others>

<http://intranet.powys.gov.uk/index.php?id=3977&L=0>

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

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	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.	Risk from incidents threatens the prosperity of Powys and therefore preparation and management supporting responders is crucial and reduced capacity affects risk as well as clean up situations and responses.	Very Poor	Add Business Continuity to team/r	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).	Same effect as above	Very Poor	Add Business Continuity to team	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.	Same effect as above	Very Poor	As above	Poor

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Communities need detailed risk planning to remain safe and this provides less resilience	Very Poor	As above	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.	As above	Poor	As above	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>	n/a	Unknown	n/a	Choose an item.
<i>Opportunities to promote the Welsh language</i>	n/a	Unknown	n/a	Choose an item.
<i>Welsh Language impact on staff</i>	n/a	Unknown	n/a	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	n/a	Unknown	n/a	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>	n/a	Unknown	n/a	Choose an item.
<i>Disability</i>	n/a	Unknown	n/a	Choose an item.
<i>Gender reassignment</i>	n/a	Unknown	n/a	Choose an item.
<i>Marriage or civil partnership</i>	n/a	Unknown	n/a	Choose an item.
<i>Race</i>	n/a	Unknown	n/a	Choose an item.
<i>Religion or belief</i>	n/a	Unknown	n/a	Choose an item.
<i>Sex</i>	n/a	Unknown	n/a	Choose an item.
<i>Sexual Orientation</i>	n/a	Unknown	n/a	Choose an item.

<i>Pregnancy and Maternity</i>	n/a	Unknown	n/a	Choose an item.
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Source of Outline Evidence to support judgements

<https://www.gov.uk/guidance/local-resilience-forums-contact-details>

<https://www.gov.uk/guidance/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others>

<http://intranet.powys.gov.uk/index.php?id=3977&L=0>

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

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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.	Reduced resilience	Very Poor	Resilience through LRF	Poor
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	Potential to seek delivery across dyfed Powys area	Very Poor	Increased working at LRF / DP area	Poor
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	Feedback from incidents	Poor	Increased link up with communications of partners	Good
Prevention: Understanding the root causes of issues to prevent them from occurring.	Part of EP planning which will clearly be affected	Poor	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.	LRF	Poor	Further LRF work	Good

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
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Some involvement	Poor	Communities Link up	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	n/a	Unknown	n/a	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.	n/a	Unknown	n/a	Choose an item.
Impact on Powys County Council Workforce	Reduction in structure / net effect on other staff	Poor	Build Regional capacity	Good
Source of Outline Evidence to support judgements				

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Greater resilience / bringing in capacity with Business Continuity and LRF role		

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
Response slower	Very High	Add Business Continuity	High
	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
	Yes		

10. Indicative timetable for actions to deliver change proposal, if approved

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Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	Yes	Date required	
Cabinet decision required	Yes	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

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

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

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

<https://www.gov.uk/guidance/local-resilience-forums-contact-details>
<https://www.gov.uk/guidance/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others>
<http://intranet.powys.gov.uk/index.php?id=3977&L=0>

14. On-going monitoring arrangements?

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

Yearly via scrutiny

Please state when this Impact Assessment will be reviewed.

March 2020

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15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	CLIVE JONES		19 June 2018
Head of Service:	KEN YORSTON		
Strategic Director:	NIGEL BRINN		
Portfolio Holder:	JAMES EVANS		

16. Governance

Decision to be made by	Choose an item.	Date required

FORM ENDS

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Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

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

Service Area	Property, Planning and Public Protection	Head of Service	Ken Yorston	Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
Proposal	Enforcement of Minimum Unit Pricing for Alcohol						
Outline Summary / Description of Proposal							
The Welsh Government are shortly to follow the Scottish Parliament and introduce Minimum Unit of Pricing for alcohol. The enforcement of this legislation which is being introduced under the Public Health Wales Act will fall to the Trading Standards service and it is understood that funding will be made available to deliver the function.							

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

Version	Author	Job Title	Date
1	Ken Yorston	Interim Head of PPPP	12.11.18

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
	£ 40K				

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	All of the evidence exists within Welsh Government research and consultation

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4. Impact on Other Service Areas

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

None

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

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy We will develop a vibrant economy		Choose an item.		Choose an item.
Health and Care We will lead the way in effective, integrated rural health and care	Significant health improvement measure	Good	N/a	Neutral
Learning and skills We will strengthen learning and skills		Choose an item.		Choose an item.
Residents and Communities We will support our residents and communities	Significant health improvement measure	Good	N/a	Neutral

Source of Outline Evidence to support judgements
All of the evidence exists within Welsh Government research and consultation

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 of the evidence exists within Welsh Government research and consultation	Good	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).	All of the evidence exists within Welsh Government research and consultation	Good	N/a	Neutral

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<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	All of the evidence exists within Welsh Government research and consultation	Good	N/a	Neutral
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	All of the evidence exists within Welsh Government research and consultation	Good	N/a	Neutral
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	All of the evidence exists within Welsh Government research and consultation	Good	N/a	Neutral
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		Choose an item.		Choose an item.
<p><i>Opportunities to promote the Welsh language</i></p>		Choose an item.		Choose an item.

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<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		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>		Choose an item.		Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

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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.		Choose an item.		Choose an item.
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.		Choose an item.		Choose an item.
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
Prevention: Understanding the root causes of issues to prevent them from occurring.		Choose an item.		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.		Choose an item.		Choose an item.
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	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.		Choose an item.		Choose an item.
Impact on Powys County Council Workforce		Choose an item.		Choose an item.

Source of Outline Evidence to support judgements

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Medium	Medium
Mitigation		
N/a		

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

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

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
			v

10. Overall Summary and Judgement of this Impact Assessment?

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

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

What additional evidence and data has informed the development of your proposal?
All of the evidence exists within Welsh Government research and consultation

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
None
Please state when this Impact Assessment will be reviewed.
2022

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Clive Jones		
Head of Service:	Ken Yorston		
Director:	Nigel Brinn		
Portfolio Holder:	Clr James Evans		

14. Governance

Decision to be made by	Portfolio Holder	Date required	14.11.18
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FORM ENDS

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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET REPORT
12th February 2019

REPORT AUTHOR: County Councillor James Evans
Portfolio Holder for Corporate Governance, Housing &
Public Protection

SUBJECT: Housing Revenue Account Rent and Related Charges
Increase for 2019/20

REPORT FOR: Decision

1. Summary

1.1. This report sets out the proposed increase for Council Housing Rents, Garage Rents and all property and tenancy related service charges.

2. Proposal

2.1. The Housing Revenue Account (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 deliver a balanced and sustainable HRA Business Plan through financing the borrowing we draw down to invest in our stock and develop new homes.

2.2. A major part of our Business Plan is the projected future rental income over a 30-year cycle. If rents are not increased annually our 30-year business plan will not be affordable, we will not be able to meet our investment commitments, nor will we be able to continue to provide high quality services to tenants and leaseholders. In addition, the Welsh Government will not sign off the HRA Business Plan and as a consequence the council will not receive Major Repairs Allowance (worth £3.7 million in capital funding each year).

2.3. Welsh Government set target rent bands to ensure that local authorities and housing associations set reasonable rents. They set both a target rent band for each authority and housing association and a guideline rent increase. The Welsh Government have since 2012 applied a rent increase policy for all social landlords of rent increases of CPI + 1.5%. It should be noted that this policy has been discontinued and the guideline rent increase for social landlords in Wales for 2019/20 is CPI only.

2.4. Powys County Council HRA rents have slipped below the target rent band set by Welsh Government despite increasing HRA rents by more than the guideline rent increase for the last two financial years. This is shown in Appendix 1. Powys was previously one of only two Welsh local authorities whose rents fell within the target rent band. This is due to the inputs used by the Welsh Government in its rents modelling. The Welsh Government is currently undertaking a review of its rent setting policy in the social rented sector and the outcome will apply in future years.

- 2.5. In order to maintain a sustainable business plan it is imperative that we close the gap between the target rent and the actual rent. Despite the council increasing rents by more than the guideline rent figure each year for the last two years, the council's HRA rents have fallen outside of the target rent band for each of the last 3 years. This year the council's rents are £1.30 below the target rent band.
- 2.6. Welsh Government guideline rent increase for 2019/20 allows for a maximum increase of current rent plus CPI (2.4% in September 2018) plus up to an additional £2 each week for local authority landlords whose rents are below the target rent band.
- 2.7. In February 2017, at the same time as Cabinet agreed to the annual rent increase for HRA rents and other charges, it also agreed a new rent setting policy, which has the effect of charging more for larger properties, to more closely replicate rent differentials in the private sector. This established target rents for some larger properties which would not be achieved in year 1, due to the limit the Welsh Government introduced on rent increases, and it was accepted that these increases would be phased in over a period of time for existing tenants.
- 2.8. It is therefore proposed that with effect from April 2019 the average rent in Powys will increase by 2.4% + £1.30. The effect of this is that rent increase for:
- 3518 homes the increase is greater than 2.4% but less than 2.4% + £1.30 per week
 - 174 homes the increase is greater than 2.4% + £1.30 but less than 2.4% + £2.00 per week
 - 1608 homes the increase will be 2.4% plus £2.00 a week.

Properties experiencing the largest rent increases are larger homes.

- 2.9. If the Council adopts the rent increase set out in paragraph 2.8, this will leave the average HRA rent at the lower end of the target rent band for Powys. Table 1 below shows the average rent in 2018-19 and 2019-20 and also shows the rent of the property which will experience the greatest increase. It should be noted that the figures above show rents over a 52 week rent years and it should be borne in mind that in Powys rents are charged over a 48 week rent year (with 2 rent free weeks at Christmas and 2 rent free weeks at Easter).

Table 1. HRA rents in 2018-19 and proposed for 2019-20

	Existing rent in 2018-19	Proposed rent for 2019-20	Weekly increase
Average HRA rent	£85.26	£89.51	£4.25
Maximum HRA rent	£103.62	£107.94	£4.32

- 2.10. Service charges will also be amended from April 2019. The service charges levied in 2018-19 are shown alongside the proposed charges for 2018-19 in table 2. It should be noted that service charges vary from year to year, dependent on the costs to the service of providing those services in the previous full year.

Table 2. Service charges in 2018-19 and proposed for 2019-20

Service	Highest Weekly Charge		Lowest Weekly Charge where a charge is levied		How Calculated
	2018/19	2019/20	2018/19	2019/20	

Grounds maintenance	£1.77	£1.58	£0.04	£0.04	Calculated on a site by site basis, based on actual meterage and the cost of the contract.
Communal cleaning	£1.31	1.38	£1.31	£1.38	Based on the global cost of the contract divided by all recipients of the service.
Communal lighting	£0.57	£0.56	£0.57	£0.56	Based on the cost of the service globally divided by all recipients.
Fire safety work	£1.09	£1.74	£0.02	£0.12	Based on actual costs per block and divided by all residents of the block.
TV aerials	£0.04	£0.16	£0.01	£0.16	Based on the costs associated with each aerial and divided by all potential recipients.
Repairs to entrance doors	£0.91	£1.04	£0.05	£0.01	Based on actual costs per block and divided by all residents of the block.
Communal washing lines	£0.35	£0.44	£0.03	£0.26	Based on actual costs per block and divided by all residents of the block.
Sewerage treatment	£5.67	£6.33	£5.67	£6.33	Based on the cost of the service globally divided by all recipients
Lift maintenance	£1.10	£2.22	£1.10	£1.62	Costs split equally between all tenants (for repairs/servicing)
Repairs to communal areas in flats	£0.04	£2.45	£0.04	£0.01	Costs per block divided between all residents of the block
Admin	£0.44	£0.43	£0.44	£0.43	Based on cost of the service globally divided by all recipients
Window Cleaning		£1.25		£1.25	Based on the estimated cost of providing the service, divided equally between all residents

- 2.11. For the majority of service charges, the calculation of the charge is based on the previous whole year – therefore the charge for door entry repairs for 2019-20 is based on the cost of providing the service in 2018-19. The service charge for lift maintenance (Maes yr Ysgol in Llanidloes and Pen y Coed in Llandrindod Wells), is based on the cost of the service agreement with the approved contractor, plus the cost of any repairs undertaken in the previous financial year. For Pen y Coed this is entirely based on the cost of the service agreement in 2019-20.
- 2.12. It should be noted that the service charge for window cleaning for Pen y Coed is based on the estimated cost of the service charge. Where the actual costs are less than the estimated costs, residents will receive a credit which will be deducted from the proposed charge in 2020-2021.
- 2.13. It was intended that in 2019-20 we would seek to increase the charge for a community alarm in an HRA older persons' property which is currently £1.10 a week, following a review and consultation with affected service users. However, due to resource constraints this review has not been undertaken and it is intended that the review will be completed during 2019-20 and the increase in the charge for

community alarms will apply from April 2020. Therefore, it is proposed that the weekly cost of a community alarm will remain unchanged.

- 2.14. Table 3 below show the current rents for the 1,846 HRA garages in Powys and the proposed rent for 2019-20. It also shows the current and proposed rents for the 160 garage plots owned by the HRA. Garage and garage plots are not always rented by housing tenants of the Council. Moreover, due to the increases in the size of cars since the provision was originally made, they are not used to help alleviate on-street parking and so have a limited benefit to the wider community. Garages and garage plots are increasingly rented as an alternative to commercial provision for car parking and general storage. It is therefore proposed that HRA garage rents in Powys are increased by 2.4%+£1.00 per week, and garage plots by £13.09 per annum. This will help to align rents more closely with commercial provision and to support the funding of a new approach to garage provision, which will reshape the Council's role in the garage market to better meet current demands and community needs.

Table 3. Garage rents and rents for garage plots in 2018-19 and proposed for 2019-20

	Existing rent in 2018-19	Proposed rent for 2019-20
Garage rents	£7.42 per week	£8.60 per week
Rent for garage plots	£108.37 per annum	£121.46 per annum

- 2.15. It is proposed that charges for Gypsy and Traveller sites will be increased by 2.4% + £1.30. Table 4 below shows the existing charge for occupation of a plot on the Gypsy and Traveller sites in the current year and the proposed charge for 2019-20 and also shows service charges levied on plots in 2018-19 and the proposed service charge for 2019-20.

Table 4. Gypsy & Traveller site weekly occupation charge and service charges in 2018-19 and proposed for 2019-20

	2018-19	2019-20
Weekly occupation charge for plots on Gypsy & Traveller sites	£97.40	£101.04
Weekly service charge associated with Gypsy & Traveller sites	Grass £0.68 (South only) Sewerage £5.23	Grass £0.61(South only) Sewerage £5.85

- 2.15 It is proposed that the weekly charge for the occupation of temporary accommodation, provided to households to whom the authority owes a statutory duty remains unchanged in 2019-20. Table 5 shows the current weekly charge for the occupation of temporary homeless accommodation managed by the council. Members are asked to note that charges for temporary accommodation have not been increased since 2017, because any increase in charges will have an adverse impact on the subsidy that the council is able to claim from the Department of Work and Pensions (DWP). The Housing Service is currently undertaking a review of how it can most efficiently and effectively provide temporary accommodation and will revise charges for temporary accommodation when the review is complete.

Table 5. Temporary homelessness accommodation weekly occupation charge in 2019-2020

Weekly occupation charge by household type	Rent including Council Tax (2019-20)	Service charge (2019-20)	Weekly total occupancy charge (2019-20)
Single person	£101.73	£15.77	£117.50
Couple	£124.00	£19.58	£143.58
Family	£147.93	£28.15	£176.08

2.16 It is proposed that other rental charges will increase by 2.4% from April 2019.

3. Corporate Improvement Plan

3.1. The rent increase will enable the Housing Service to continue to be viable, allowing it, through its wide reach across many service areas, to support all aspects of the Corporate Improvement Plan.

4. Options Considered/Available

4.1. The Cabinet could consider higher or lower rent increases. However, higher rents would start to challenge affordability and lower rents would put our WHQS and longer term investment plans at risk leading to poorer services in the future. Also, lower rent increases would start to bring the council increasingly out of line with Welsh Government target rents.

5. Preferred Choice and Reasons

5.1. It is recommended that Cabinet support the proposed charges set out in Tables 1 to 5 and that all other housing related charges are increased by 2.4%, with the exception of charges for community alarms which will remain unchanged.

5.2. This level allows us to meet all of the Housing Services financial commitments, it allows for a robust Business Plan and maintains Powys' position within the guidelines rents.

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

6.1. A financially viable HRA is better able to support policies and improvements in these areas.

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

7.1. A financially viable HRA is better able to support policies and improvements in these areas.

8. Local Member(s)

8.1. This matter has equal effect across the Council

9. Other Front Line Services

9.1. A properly financed Housing Service is better able to support these services.

10. Support Services (Legal, Finance, HR, ICT, BPU)

- 10.1 Finance – At this level of increase, the Finance Business Partner confirms that all of Housing Services’ financial commitments will be met, it allows for a robust Business Plan and maintains Powys’ position within the guideline rents.
- 10.2 Legal – The recommendations can be supported from a legal point of view.

11. Local Service Board/Partnerships/Stakeholders etc

- 11.1. This is a specific Housing Management matter, however, a properly financed Housing Service is better able to support partnerships

12. Communications

- 12.1. We will advise the Tenant Scrutiny Panel of the proposed increase and the council is required to give all existing tenants 28 days’ notice of any increase in rent.

13. Statutory Officers

- 13.1 The Solicitor to the Council (Monitoring Officer) commented as follows: “I note the legal comments and have nothing to add to the report.”
- 13.2 The Head of Financial Services (Deputy S151 Officer) notes the comment from Finance.

14. Members’ Interests

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

Recommendation:	Reason for Recommendation:
<p>1. The rent increase for HRA rents in 2019-20, as set out in paragraphs 2.8 and 2.9 are agreed</p> <p>2. The proposed service charge regime for 2019-20, as set out in Table 2 is agreed.</p> <p>3. The proposed HRA garage rent and garage plot rents for 2019-20, as set out in Table 3, is agreed.</p> <p>4. The proposed weekly occupancy charge and service charge for a plot on council run Gypsy & Traveller sites for 2019-20, as set out in Table 4 is agreed.</p> <p>5. The weekly occupancy charge for temporary homelessness accommodation for 2019-20, as set out in Table 5, is agreed.</p>	<p>To maintain a viable Housing Service and Business Plan and remain compliant with legislation (Part IV Housing (Wales) Act 2014)</p>

<p>6. The weekly charge for community alarms is excluded from an increase, pending the outcome of a review.</p> <p>7. Other housing related charges are increased by 2.4% for 2019/20.</p>	
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Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All Members
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Person(s) To Implement Decision:	Simon Inkson
Date By When Decision To Be Implemented:	March 2018

Contact Officer Name:	Tel:	Fax:	Email:
Simon Inkson	01874 826631		simon.inkson@powys.gov.uk

Background Papers used to prepare Report:

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
12th February 2019

REPORT AUTHOR: County Councillor Aled Davies
Deputy Leader and Portfolio Holder for Finance,
Countryside and Transport

SUBJECT: Local Authority Trading Company (LATC)

REPORT FOR: Decision

1. Summary

- 1.1 There is the potential for the council to generate additional income by trading its services to the public and private sectors. The Local Authority Goods and Service Act 1970 enables the council to trade with other public bodies as well as private sector organisations to generate a profit, however to do so the council would need to establish a Local Authority Trading Company (LATC). The LATC model is the most common vehicle used by councils to trade whilst retaining ownership.
- 1.2 Part of embracing the council's vision of 'Open and Enterprising' encompasses the need for commercial opportunities for greater income generation as well as a significant drive to reduce council expenditure.

2. Proposal

- 2.1 To seek Cabinet approval for the creation of a LATC to allow the commercial trading of council activities within the public and private sectors, in accordance with the included Business Case.
- 2.2 To seek approval to complete a business case to establish if the current activity within the Heart of Wales Business Solutions (HWBS) is the first area to transfer into the LATC.

3. Options Considered / Available

- 3.1 The options considered were:

Option 1 – To continue trading as Powys County Council, generating revenue by charging public sector bodies for services.

Advantages:

- A simple model which allows external income to be generated to cover the 'full cost' of employees involved in the delivery

Disadvantages:

- Reliant on picking up business opportunities from other public sector organisations
- Not able to take advantage of private sector partnerships to deliver business opportunities
- Limited to charging based on 'full cost recovery' to the private sector but with the ability to make a profit from the public sector

Option 2 – To create a LATC, generating revenue by charging public and private sector bodies directly for services and partnering with private sector organisations to bid for and deliver services.

Advantages:

- Able to trade at a profit with private sector clients – this is a key opportunity to develop and build the company
- Model relatively simple and straightforward to establish
- Manages the key conflict of interest issues
- Allows wider range of council employees to participate in trading activity
- Potential for profit income stream for the council
- Allows the council to grow and not fall foul of any trading rules that apply to local government

Disadvantages:

- Some conflict of interest between prioritisation of council and private business work
- Limited incentive or future opportunity for employees as potential for employee ownership is unclear

4. Preferred Choice and Reasons

- 4.1 The preferred option is Option 2 primarily because it allows the council to rely on the general trading powers available under Section 95 of the Local Government Act 2003 and therefore the flexibility to trade at a profit with private sector organisations in addition to public sector.
- 4.2 The LATC would be wholly owned by the council as a sole shareholder and would be a company limited by shares incorporated under the Companies Act 2006. This form of company has been used successfully by a number of councils, see reference list at Appendix 1.

5. Impact Assessment

- 5.1 Is an impact assessment required? No

6. Corporate Improvement Plan

- 6.1 The council's Corporate Improvement Plan: Vision 2025 recognises the need to identify business models that may be established to meet demand pressures and reflect budget realities and to identify how services can be effectively commercialised.

7. Local Member(s)

- 7.1 N/A

8. Other Front Line Services

- 8.1 Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes
- 8.2 The LATC will provide the opportunity to trade our frontline services so will be reliant on engagement / contribution from them.

9. Communications

- 9.1 Have Communications seen a copy of this report? Yes
- 9.2 The comment from Communications is as follows:

"A brand identity for the new organisation will be required and a targeted, dynamic and long-term marketing campaign to actively promote the LATC's product offer to retain and gain new business will be needed to support the overall business strategy. This will require appropriate resourcing. Establishing an LATC will be of significant interest to the public, partner organisations and other stakeholders, therefore, the decision and subsequent developments should be communicated through all available channels".

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

- 10.1 Legal: The recommendation can be supported from a legal point of view and legal services will provide the legal support required to set up the LATC.
- 10.2 Finance: Finance supports the recommendation to set up the LATC. The LATC will provide greater freedom in pricing services to private sector clients with the potential returns helping to alleviate some of the current financial pressure. The inherent risks from operating in a fully competitive environment will need to be carefully considered and managed. The creation of the LATC will allow full transparency of the profitability of commercial activities. The LATC will be an entity independent of the Council and will be required to produce its own

statutory accounts, VAT returns etc. Additional Finance resource will be required to support this, the cost of which will be incurred by the LATC.

10.3 Corporate Property, HR, ICT & Business Services: N/A

11. Scrutiny

11.1 Has this report been scrutinised? No

12. Statutory Officers

12.1 The Solicitor to the Council (Monitoring Officer) commented as follows:
“I note the legal comments and have nothing to add to the report.”

12.2 The Section 151 Officer will make comment at the Cabinet meeting.

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.

14. Future Status of the Report

14.1 Members are invited to consider the future status of this report and whether it can be made available to the press and public either immediately following the meeting or at some specified point in the future.

Recommendation:	Reason for Recommendation:
<p>To approve the establishment of a Local Authority Trading Company in accordance with the attached Business Case.</p>	<p>To enable the council to trade commercially within the public and private sectors.</p>
<p>To seek approval to complete a business case to establish if the current activity within the Heart of Wales Business Solutions (HWBS) is the first area to transfer into the LATC.</p>	<p>To provide additional flexibility for the Heart of Wales Business Solutions (HWBS) to trade with private organisations.</p>

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

Relevant Local Member(s):	
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Person(s) To Implement Decision:	Emma Palmer / Nicola Williams
Date By When Decision To Be Implemented:	1st April 2019

Is a review of the impact of the decision required?	No
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

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Background Papers used to prepare Report:

Local Authority Trading Company (LATC) Business Case and appendices

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Local Authority Trading Company

Business Case

Emma Palmer / Nicola Williams

January 2019

Version 1.0

This Business Case template has been developed using the Office of Government Commerce (OGC) “Five Case Model”, the best practice standard recommended by HM Treasury for use by Public Sector bodies when planning a public sector spending proposal.

1. The Strategic Case

1.1 Background and Brief Details of Proposal

As set out in the Acting Chief Executive Officer's Organisational Transformation Paper September 2018, the council must reduce its revenue budget by c£41m by 2022/23, c£13m of which must be found in 2019/20.

Part of embracing the council's vision of 'open and enterprising' encompasses the need for commercial opportunities for greater income generation as well as a significant drive to reduce council expenditure.

However, the council is confined as to which alternative delivery model would be the most appropriate for commercialisation.

Professional Legal advice has been obtained from Bevan Brittan which states:

- The council can trade directly with public bodies at a profit without having to set up a company under Section 1 of the Local Authorities (Goods and Services) Act 1970.
- In the event that the council wants to provide services to entities which are outside the ambit of public bodies it could use its general power to charge. However, when using this power, a local authority can only recover up to the cost of providing the particular service
- If the council wishes to trade (i.e. provide services at a profit beyond the charging / break-even powers) with entities outside the ambit of public bodies it can do so, but only by using a company in which it has an interest.

Therefore, this proposal is to set up a Local Authority Trading Company (LATC) that will enable services to trade externally and for profit, rather than solely relying on cutting services and reducing the number of posts. The LATC will be an umbrella organisation and the council can add services as required. The LATC could be large or small and TUPE will be dependent on what services transfer and in some instances may not apply. Ultimately the LATC will give the council maximum flexibility for future sustainable services.

Any transfer of service from the council to the LATC will be subject to a full and viable business case supported and agreed by Executive Management Team and ultimately Cabinet.

What Powys citizens want?

- Improved performance and productivity – thereby enhancing quality of services and outcome for people
- Services which are flexible and adaptable so they remain sustainable
- More cost effective services

What the council wants?

- To reduce baseline budget – initially by £41m
- To generate greater income (otherwise there is a risk that the council will provide solely statutory services)
- At the same time, it wants to retain access to experienced and knowledgeable employees
- With flexibility to meet demand across a broad breadth of knowledge

What employees want?

- Control over their own future given level of uncertainty
- Opportunity to develop existing skills and capability
- Continue delivering value for Powys and the wider public sector
- Receive recognition and reward commensurate to effort and risk
- Terms and conditions at least protected

1.2 What services would we offer?

The proposal set out in this Business Case is to establish a LATC and the transfer of services from the council to the LATC will be subject to a full and viable business case that will be supported and agreed by Executive Management Team and ultimately Cabinet. It is also proposed that a business case is produced to establish if the current activity that is trading in the Heart of Wales Business Solutions (HWBS) should be the first service to transfer into the LATC. The benefit being that it will provide additional flexibility for the council to trade at a profit with external private organisations.

The following are some further potential services that could be considered in the future, however the list is not exhaustive:

- Engineering Design Services
- Building Control
- Catering
- Cleaning
- Housing Development Team
- Trade Waste
- Strategic Policy and Performance
- Communications, Welsh Language and Translation
- Older People's Accommodation
- Care Services

1.3 Why would organisations want to work with us?

- Large established organisation
- Customer focused
- Trusted brand
- Proven track record
- Experienced and trained staff
- Local and cover all of Powys
- Public sector – can add value for public to public trading

1.4 How does this fit with the council's strategic priorities?

Powys County Council is committed to delivering a vision for Powys to be **'Open and Enterprising'** against a backdrop of pronounced financial pressures and increasing demand for public services.

A business as usual mind-set, alongside indefinite salami-slicing of budgets will simply lead to a decline in public services, dissatisfaction amongst users, and poor employee's morale.

The council's Corporate Improvement Plan: V2025 recognised the need to identify business models that may be established to meet demand pressures and reflect budget realities and to identify how services can be effectively commercialised.

Many other councils have developed means of trading with the public and private sectors in order to maintain their own services for residents and avoid substantial service cuts which would be of detriment to their delivery.

Although the initial driver for this business case was focused on retaining existing resources in the face of budget cuts, we believe that this model provides us with an opportunity to be more ambitious. The council recognises that its workforce is its most valuable asset and we believe that by investing in our current offer and retaining and attracting the best talent that we can:

- Continue to effectively support the council's contribution to delivering V2025
- Create an environment to develop creative and innovative solutions where we can learn from both the private and public sectors
- Develop services which are viewed as a 'centre of excellence' throughout the region, Wales and beyond
- Develop, and potentially grow, financially sustainable services
- Create opportunity for provision of Shared Services

1.5 Business Needs

This business case sets out the options to trade services and objectives that the council intends to achieve by implementing this proposal are set out below:

1.5.1 Objectives

- To deliver high quality services
- To put in place a structure of service delivery that aligns to the requirements of the council's medium and long term financial plan
- Remove inefficiency and provide cost effective service delivery

- To run a commercially focused operation that is transparent of costs for income generation actuals
- To ensure high performing employees have a long term, sustainable future contributing to the public sector in Wales and that the council retains access to high quality and knowledgeable employees as required
- To contribute high levels of professionalism back into the public sector in Wales, and beyond
- To provide opportunities for employees to further develop their skills and capabilities whilst delivering value for money for the council and the citizens and stakeholders of Powys

1.5.2 Planned Outcomes/Benefits to the council

- The creation of a LATC will allow the council to trade in the wider market, in particular with the private sector at a profit in addition to the public sector
- A LATC can return revenue to the council through profitability
- An opportunity to invest and build upon the successes to develop a centre of excellence that benefits Powys and the wider public sector in Wales and beyond
- The Company would be a new entrant into the UK market services
- The creation of a new commercial ethos to the way business is conducted
- The retention of expertise within the council and safeguarding of jobs
- Opportunities for employees to develop new skills and to learn by working in different organisations which can be brought back into the council
- The establishment of a LATC which delivers “from the public sector for the public sector” and which provides the opportunity to form strategic alliances with established private sector partners to access markets to deliver services to public and private sector customers

1.6 Constraints & Dependencies

1.6.1 Constraints:

- Transfer of services to the LATC will be subject to individual feasibility and cost-benefit analysis
- The type and makeup of the LATC will need to be carefully considered and the model chosen should match Powys’s future intentions for its use.
- The financial agreements and operations of the LATC will need to ensure compliance with state aid rules when bidding for contracts
- That decisions on the operational management and strategy would be influenced in accordance with the constitution set up for the purpose
- Potential conflicts of interest between Statutory Officer and Elected Member roles and Company Director/Shareholder responsibilities
- As a newly formed company the LATC will not have a trading record which could affect its competitiveness in bidding for contracts

1.6.2 Dependencies:

Provision of central support services e.g. HR; Finance; ICT – the LATC may require to use the council’s support services and be charged appropriately. This support will need to be provided in a timely manner to support the commercial operations of the LATC and may have impact capacity within these services should the company grow significantly. That said, the LATC can utilise support services outside of the council as long as they provide value for money.

The business case is dependent on:

- Creating the capacity to develop and deliver business opportunities means that there will be a requirement to prioritise work and to ensure employees across the council have the skills, knowledge and tools to be able to work more effectively and independently
- Employees in the LATC being willing and capable of delivering work to the required standard. Although we are confident they have the capability to deliver, it needs to be recognised that there will be a requirement to work in environments which will take them out of their ‘comfort zone’ and this will need to be supported and rewarded

External

A key challenge for any new company is establishing a market for its services and brand awareness. The Company intends to utilise existing professional relationships and contacts with public sector organisations to raise awareness of the services that can be provided. A marketing plan will be developed for each service as and when it is transferred to the LATC.

Employees working on external contracts will utilise the skills that they have developed and will also develop new skills and knowledge by working with partners to deliver services for different clients. These skills will then be brought back and shared across the council.

2. The Economic Case

2.1 Options Appraisal

As part of any business case it is important to make sure that proper consideration is given to a range of options that can meet business needs set out in the Strategic Case.

As the Strategic Case is predicated on the generation of external revenue and retention of employees the options considered have been:

Option 1	To continue trading as Powys County Council, generating revenue by charging public sector bodies for services
Option 2	To create a LATC generating revenue by charging public sector bodies and external private organisations for services and partnering with private sector organisations to bid for and deliver services

The initial intention would not be to transfer any employees into a LATC. Subsequent business cases for transfer into a LATC will need to be considered on its own merit together with how Powys County Council staff would be used by the LATC.

The table below is an analysis of the two shortlisted options that have been considered for this business case:

Option 1: Trade as Powys County council	
<i>This option would be to build upon the current approach where the in-house service delivers to public sector organisations and charges at full cost. This option would rely on the power to charge public sector organisations as set out in the Local Government Act 1970.</i>	
Strengths	Weaknesses
<ul style="list-style-type: none"> A simple model which allows external income to be generated to cover the ‘full cost’ of delivery to external private organisations and at a profit to public sector organisations. 	<ul style="list-style-type: none"> Potentially, we could be restricted from picking up business opportunities from other public sector organisations – this could result in major marketing / bidding investment Limited to charging based on ‘full cost recovery’ to the private sector

Option 2: Trade through a council owned Local Authority Trading Company (Preferred Option)

This option would see the creation of a Local Authority Trading Company which is wholly owned by the council. Employees would remain employees of the council with 'spare capacity' purchased at full cost. The additional income could cover some of the future required budget savings. Work delivered by the company would be charged at 'full cost plus mark-up'.

Strengths	Weaknesses
<ul style="list-style-type: none">• Able to trade at profit with private sector clients – this is a key opportunity to develop and build the company• Model relatively simple and straightforward to establish• Manages the key conflict of interest issues• Allows wider range of council employees to participate in trading activity• Potential for profit income stream for the council• Flexible to allow services to be provided directly to public bodies by the council if preferred• Allows Powys to grow and not fall foul of any trading rules that apply to local government	<ul style="list-style-type: none">• Some conflict of interest between prioritisation of council and private business work• Some additional costs involved in set up and annual administration of the company

2.2 Preferred Option and further analysis

The preferred option is Option 2 – Trade through a Local Authority Trading Company.

In considering Options 1 and 2 a number of key questions need to be considered.

2.2.1 Why do we need a Local Authority Trading Company?

Although it would be possible to 'charge' public sector organisations for the delivery of services the current legislation would restrict our ability to deliver services to private sector organisations. By creating a Local Authority Trading Company (LATC) we will be able to rely on the general trading powers available under Section 95 of the Local Government Act 2003 i.e. a broader scope of services can be provided.

Although the primary driver for establishing a LATC is the general power to trade, the creation of a trading company also provides a number of other benefits including:

- Limited liability to reduce risk exposure to the council – if established as a Company Limited by Shares or Guarantee
- Definition of clear boundaries between council and external work
- Opportunity to develop commercial and business skills to the benefit of the council

2.2.2 Why is it important we can trade with private sector companies?

Although we will seek to deliver services directly to other public sector organisations at a profit and to private organisations on a full cost recovery basis, we believe that the level of business generated through this approach could be limited and irregular. It is therefore important that we maintain and hopefully grow a service which can respond to changes in demand as they arise.

We believe the LATC will be able to commence generation of income more quickly and more consistently. Whilst also offering the opportunity to develop commercial and business skills more rapidly by learning.

2.2.3 Why do we need a company?

As part of the council Commercialisation agenda there are a number of areas where the council is looking to develop external income generation opportunities, some of which could benefit from the general trading powers available through a LATC.

Although consideration has been given to more general trading there are a number of key reasons why this business case is recommending a LATC:

- **Partnerships** - relationships with Private Sector Business Partners are key to our business case and plan and therefore their relationship with the LATC board of directors will be crucial
- **Flexibility** – Directors will need to be able to respond quickly to commercial opportunities and change
- **Control** – the Board will need to be able to control company direction to maximise income opportunities
- **Simplicity** – this is a relatively simple model which does not require the transfer of a council service and therefore does not require any TUPE transfer or change in employee terms or conditions or reliance on TECKAL exemption
- **Brand development** – we will need to establish a brand and identity which is appropriate for a company which will operate across the UK and potentially in Europe and beyond
- **Reputation and Clarity** – we will need to build a reputation for our unique service offering within the market place and have clarity about service offering
- **Ownership** – although the company will be wholly owned by the council, the company structure does allow for changes in ownership to be considered over time, including possibility of, subject to council approval, employee share ownership or transfer of company to an Employee Mutual
- **Service Gaps** - provide services which may be unavailable currently in the market place particularly in the form the council is able to provide

2.3 How would it operate?

It is proposed that the council establish a Company Limited by Shares with the council being the sole shareholder.

The diagram below provides a high-level overview to illustrate how the preferred option would operate.



It is important to keep in mind that the preferred option is greatly simplified by the fact that employees will remain employees of the council on the same terms and conditions and enjoying the same benefits as they currently have. Any expenses incurred in undertaking work for the LATC will be reimbursed in accordance with the agreed council rates and any overtime worked will be paid accordingly.

The LATC will purchase employees time at 'full cost' and this will represent the income line to Service budget lines. 'Full cost' will be calculated on a day rate basis and will include:

- Full Salary Costs including NI and Superannuation / Pension
- An overhead charge to cover support charges including Premises and IT costs and a contribution to Corporate support charges

As employees remain employees, no council work will be delivered through the LATC unless the council decides to put a discrete piece of work out to the open market.

Time spent on LATC activity will be recorded and recharged appropriately.

The LATC will be required to 'purchase' all time spent involved in LATC business including all non-rechargeable activities such as marketing and bidding. For the purpose of any financial model it is assumed that on average 30% of employee's time 'purchased' by the LATC will be spent on non-rechargeable activities and 70% will be spent on rechargeable business.

Work with public or private customers may be charged at 'full cost' plus mark-up. The 'mark-up' will need to be sufficient to cover the cost of non-rechargeable 'Marketing Days', LATC specific overheads such as public liability insurance and marketing expenses, and profit. When calculating an average daily charge out rate the actual rate charge will depend on a number of factors including the complexity and duration of the assignment and contract award arrangements i.e. LATC lead or via subcontract arrangement.

The LATC will however retain the flexibility to determine its own pricing approach for business to ensure competitiveness.

The preferred option does allow for a profit dividend to be paid back to the council as the sole shareholder. However, given a key objective is to invest in and grow the offer it is envisaged that some profits will be used to support this investment.

2.4 Potential Benefits of Establishing a Company

Establishing an LATC can deliver the following benefits for the council:

- **Growth focused entity:** Establishing a separate entity that focuses solely on a positive growth strategy and its own culture, vision and strategy for a set of services - distinct from that of a large range of services that the council currently offers
- **Accelerate operational change:** Can foster and operational change of services that are delivered through the company in a commercial environment with processes and levels of delegation that may differ to the council yet still remain within the strategic control of Powys County council
- **Commercialisation:** Combining the benefits of accelerating commercialisation to ensure robust cost/income management of current budgets and the subsequent profitable growth of services whilst maintaining the public sector ethos to service delivery
- **Accountability for Service Delivery:** The creation of commercial service delivery contracts with specific and transparent financial, performance and service outcomes will be the basis for accountability of delivery and greater contractual consequences of failure to deliver
- **Increased Collaboration:** Potential to take first mover advantage in collaboration with other public and private sector bodies by creating the platform for collaboration on a partnership or trading basis
- **Increased Trading:** Autonomy and longer term financial view can create a better environment to increase trading where competitive advantages can be developed over time
- **Building a Sustainable Brand:** The delivery of quality services to existing and new customers served through commercial growth will enable a sustainable brand to be built which the company employees, the council and its citizens will be proud of
- **Creating Social Value and supporting Future Generations Act:** Positive commitment to social value creation and supporting wider council objectives through greater employment opportunities e.g. apprenticeships
- **Reverse Externalisation Trend:** Reverse local government trend of externalisation of employment related activity and thereby creating a positive environment for staff
- **Longer term financial horizon for investment and strategic decision making:** Ability to take a longer term strategic and financial view across a range of services as a portfolio including invest to save and capital investment decisions as well as partnerships with the public and private sector

2.5 Cost/Benefit Analysis

At this stage it is not possible to quantify and analyse the cost benefit of establishing an LATC as this will be dependent on the services transferred to the company.

It is estimated that the preferred model will incur additional expenditure of £1500-£2500 per annum to cover general company administration including initial registration with Companies House, annual audit, insurance (including Company Directors Liability Insurance) and marketing expenses. These costs will need to be recovered in addition to the ‘full cost’ day rate paid to the council.

Whilst the LATC remains dormant i.e. it is not actively trading services the council will not incur any costs until the LATC receives services to deliver.

It is proposed that the council agrees to establish a commercial loan facility of £10k to cover the initial set up and operational costs of the LATC and to cash flow the company. Authority to approve loan(s) up to the maximum value of £10k could be delegated to the Section 151 Officer as Shareholder representative and would be governed by a loan agreement (example included in appendix 1)

2.6 Risk Assessment

The risks associated with the recommended option are set out below:

Identified Risk	Position/ Proposed mitigation
Employees leave the council	Establish a mechanism for recognising employees’ contribution Actively support development of employees
Employees oppose the setting up of the LATC due to concerns with terms and conditions	Ensure good consultation with Trade Unions and provide necessary assurances
Employees do not have sufficient spare capacity to undertake work for the LATC	Establish and agree service level with council Simplification of processes and better use of technology to devolve low value / low risk to employees Set clear objectives and outcomes for each employee Improve prioritisation of work Set expectation of employees availability to undertake council work
Employees not willing to undertake work	Consider offering employees an incentive to undertake work
Unable to secure external paid business	Develop partnerships with private sector companies to deliver services where resources are not available our side or where

	<p>the depth of requirements of any clients cannot be delivered by the LATC on its own</p> <p>Continue to develop and pursue existing and new business development needs</p> <p>Continue to showcase work of the LATC through case studies, speaking at events and submitting award applications</p> <p>Allow the Company flexibility in its pricing policies so that it can offer lost-leaders to attract new business or, conversely, vary its profit margin dependent on service provided</p>
Insufficient cash flow to fund early set-up / marketing / bidding costs	Market rate commercial loan from council to cover operating costs in accordance with draft business plan – see Financial Case
Challenge from competitors/other interested parties about probity of relationship between the council and the LATC	<p>Ensure transparency in all transactions between the council and LATC.</p> <p>Ensure appropriate separation of duties between relevant officers and Elected Members</p>

2.7 Sensitivity Analysis

The success of the LATC will be subject to:

- Generation of sufficient business
- Maintaining a minimum recharge ratio of 70/30
- Managing additional company costs within budget

3. The Financial Case

3.1 Capital & Revenue Costs

The preferred option will incur minimal capital costs.

The main revenue cost for the LATC will be the cost of employee's time 'purchased' from the council.

The preferred option will also incur the following non-employee related revenue costs:

General Company Expenses (e.g. annual accounts)	£500
Insurance Costs (Company Directors Liability; Professional Indemnity; Employee Liability; Public Liability)	£800
Marketing Expenses	£1000
	£2300

3.2 Cash Releasing Benefits

The cash releasing benefits will need to be considered on a case by case basis and will form part of the full and viable business case for each service that is transferring into the LATC.

3.3 Funding Sources

It is anticipated that some funding will be required to cover cash flow requirements. It is proposed that the council provides the LATC with a commercial loan up to a maximum of £10k. It is proposed that the loan is made on the basis that:

- The LATC shall only utilise the loan in accordance with the agreed business plan
- The LATC will draw down the loan as cash flow requires
- There will be a loan agreement which makes provision for the loan repayment terms and conditions and loan interest (*See appendix 1*).

3.4 Cash Flow

It is anticipated that the company will need to incur costs in relation to company set-up, insurance and marketing but that these can be kept to a minimum. The primary company cost will be for the 'purchase' of employee's time from the council and it is expected this will be paid within 60 days. It is anticipated that the terms for payment for rechargeable work will vary dependent on the terms agreed in particular whether the work is fixed price or on a day rate basis. Once billed, we would expect to be paid within 30 days. Cash-flow forecasts will need to be developed.

4. The Commercial Case

4.1 Legal structure, governance and management arrangements

4.1.1 Legal Structure

It is recommended that the following corporate company structure is adopted:



A Local Authority Trading Company (LATC) will be formed in accordance with section 95 of the Local Government Act 2003 and in Wales the relevant order is, the Local Government (Best Value Authorities) (Power to Trade) (Wales) Order 2006 (SI 2006/979). ('2006 Trading Order'). It is proposed that the council establish a Company Limited by Shares with the council as the sole Shareholder.

The council will be creating a LATC specifically for trading of services for a profit with any party (subject to legal constraints). Although the council can already charge for services delivered to public bodies the requirement for general trading with private sector companies relies on the trading powers available under Section 95 of the Local Government Act 2003 (Section 95). The company will be a public company, incorporated under the Companies Act 2006 (CA 2006). This form of company has been used by a number of Local Authorities and is a usual vehicle used by a Local Authority.

The LATC will be wholly owned by the council which will also be the sole shareholder.

There will be no requirement for the LATC to rely on the TECKAL exemption at the outset as initially work for the council will be delivered 'in-house' and not through the LATC.

4.1.2 Governance arrangements

The board of directors of the LATC will manage the day-to-day decision making of it. The council, being the sole shareholder of the LATC, will appoint (and remove) directors to run the company. The directors will be appointed with the relevant skills and experience to deliver services.

The board of directors of the LATC will meet as set out in the Articles of Association (*an example of Articles of Association for a LATC Limited by Shares is included in Appendix 2*).

The board of directors of the LATC will produce a budget, a business plan, an annual report and other documents required to set the strategic objectives of the company. The council will approve these strategic documents as the sole Shareholder of the company on an annual basis and as and when required. The Corporate Director (Economy and Environment) and Section 151 Officer will act as the Shareholder Representative.

The board of directors of the LATC will require the council's approval before they are able to alter the strategic objectives of the LATC. A Shareholder Agreement will detail those matters that must revert to the council for a decision (*an example of a Shareholder Agreement is included in Appendix 3*) For example, the following strategic decisions will require the council's prior approval as the directors of the company will not be able to:

- Change the name of the company
- Change its dividend policy
- Declare and / or pay any dividends
- Participate in activities which are incompatible with the business of the LATC
- Issue new shares in the LATC

- Make any amendments to the Memorandum and Articles of Association

These ‘reserved matters’ will be dealt with in the LATCs constitutional documents.

The LATC will:

- Operate in compliance with the governance requirements set out by the council
- Seek to maintain and enhance the council’s reputation and brand for high standards
- Establish and maintain an effective service and financial performance management reporting system which will include effective reports to the LATC Board and the council Shareholder Representative
- Be subject to any audit and inspection requirements of the council

It needs to be acknowledged that this delivery model is relatively simple and straightforward to establish and operate particularly given there is no transfer of council activity or employees.

4.1.3 LATC Board of Directors

It is proposed that the LATC Board of Directors shall comprise:

- Executive Chairman – Chief Executive
- Managing Director – Corporate Director (Economy and Environment)
- Director – Head of Housing and Community Development
- Company Secretary – Monitoring Officer
- Shareholder Representative - Deputy Section 151 Officer

The table below provides a brief synopsis of the roles and responsibilities:

Executive Chairman	<ul style="list-style-type: none"> • Provides leadership for the Board, ensures that the Board works effectively and performs its responsibilities, and that all key and appropriate issues are discussed by it in a timely manner • Primary responsibility for ensuring that good corporate governance practices and procedures are established
Managing Director	<ul style="list-style-type: none"> • Responsible for the business development and day-to-day management of the company • Responsible for the execution of the decisions as may be made by the board from time to time • Maintains regular dialogue with the Chairman on the Group’s strategies and policies and, when necessary, put forward these issues to the Board for consideration

Company Secretary	<ul style="list-style-type: none"> Ensures that an organisation complies with relevant legislation and regulation, and keeps Board Members informed of their legal responsibilities. The company's named representative on legal documents, and it is their responsibility to ensure that the company and its directors operate within the law. Responsible for registering and communicating with shareholders, to ensure that dividends are paid and to maintain company records, such as lists of directors and shareholders, and annual accounts.
Director	<ul style="list-style-type: none"> Participate in board meetings to enable the board to make strategic and operational decisions Support the Managing Director in the day-to-day management of the company and execution of board decisions

The diagram below illustrates the proposed governance arrangements:



The quorum for board meetings shall be three Board members. At Board meetings each Director shall have one vote. Board meetings shall be held at least quarterly on such dates as they may agree (failure to reach an agreement a decision will be made by the Chairman). An agenda for the meeting will be prepared and distributed not less than 5 business days prior to the meeting.

4.2 Conflict of Interest

When considering the governance arrangements, it is important to be mindful of potential conflicts of interest.

A potential area of conflict is the appointment of Statutory Council Officers (Head of Paid Service, Section 151, Monitoring Officer) to Company Director roles. Company Directors are

legally obliged to make decisions in the best interest of the LATC, whilst it is a low risk there is the potential that this could create a conflict of interest with the statutory responsibilities to the council. The Monitoring Officer to the role of Company Secretary. To manage any potential conflict, the Monitoring Officer will not be a Director of the LATC and will not be able to deputise for the Section 151 Officer as Shareholder Representative.

4.3 Management and Support Services

As already explained the employees affected by the preferred option will not be required to transfer to the LATC and will continue to be employed by the council. When not involved in LATC activity, the current line management arrangements will continue.

When delivering Business for the LATC the day-to-day management and direction will come from the Managing Director.

Support services will be provided by the current council functions and a charge for support costs will be included in the 'full cost' day rate paid to the council from the LATC. Business Cases for the transfer of individual services will therefore need to be mindful of the market rates to ensure the LATC remains price competitive.

Any support costs over and above that provided by the standard support cost charge will be agreed between the LATC and the support function.

4.4 Payment Mechanisms

The transactions between the council and LATC will be limited to:

- The 'purchase' of employees spare capacity
- Provision of support services (i.e. Finance, HR, Legal)

Employees will be required to record all activity related to LATC business and this record will be used to determine the number of days for each employee which need to be purchased by the LATC. This record of activity will be submitted on a monthly basis to allow the council to invoice the LATC. The LATC will be required to pay the invoice within 60 days.

Payment for any additional services provided by the council to the LATC will be paid for on a quarterly basis in arrears.

4.5 HR Issues

Under the preferred option there is no requirement for employees to transfer to the LATC and therefore salaries, terms and conditions and pension rights will remain unaltered.

However, it is acknowledged that the delivery of business through the LATC will involve an increase in travelling and overnight stays and a requirement to engage and work with key stakeholders with other public and private sector organisations. The costs will be borne by the LATC.

As employees will remain employees of the council all employee related matters including HR and Payroll will continue to be supported by the council's internal Services.

4.6 Tax

In order to facilitate the offsetting of any Corporation Tax losses and VAT on supplies within the group, a VAT and Tax Loss relief group incorporating the LATC will need to be formed.

4.6.1 Corporation Tax

As a separate legal entity to the council, the LATC will be subject to tax, including corporation tax on chargeable profits and gains arising to the LATC. In contrast the council is not liable for corporation tax. Transactions between the council and the LATC will need to be at arms-length to ensure the transfer pricing rules do not become an issue. The council will need to charge market value for any goods and services it provides to the LATC to ensure the LATC obtains the maximum tax deduction and the council's corporation tax position is unaffected.

4.6.2 VAT

The LATC will be subject to the normal VAT recovery regime.

4.7 Accounting

Annual accounts for the company will be prepared in accordance with relevant International Financial Reporting Standards and the UK Generally Accepted Accounting Practices.

5 The Management Case

The creation of the new company will be managed by the Corporate Director (Economy and Environment) with support from colleagues in Legal, Finance and HR.

If Cabinet approve the business case and creation of the LATC the table below provides an indicative action plan which will be delivered by a project team which will have representation from Legal, Finance, HR and ICT.

It is proposed that all matters associated with establishing the LATC are delegated to Corporate Director (Economy and Environment) in consultation with the council's Monitoring Officer and Deputy Leader.

The table below provides an indicative Plan:

Develop and agree Articles of Association	Month one
Develop and agree Shareholder Agreement	Month one
Create company	Month two
Develop and agree company name and branding	Month one
Finalise and agree business plan	Month one
Hold initial Board meeting	Month two

Norse Group is by far the largest LATC in the country and has an annual turnover in excess of £250 million. It is a holding company owned by Norfolk County council and the Group brings together three local authority trading companies concerned with: facilities management; property design and management consultancy; and providing residential care homes and 'housing with care' schemes. Collectively, the group employs over 10,000 people
www.ncsgrp.co.uk

Kingstown Works Limited (KWL) is a LATC delivering building maintenance and repairs work to Hull City council, but they also trade with other local council's and housing associations. Created in 2006, by 2012 it had returned over £3 million to Hull City council in the form of surpluses. It employs 390 local people and has recruited 107 apprentices in the period 2007 to 2015.
www.kingstonworks.co.uk

CORMAC are two wholly owned companies of Cornwall council which has been trading since 1982, and using the CORMAC brand since 1992. In 2012, two companies were formed into a Teckal company for the work passed from Cornwall council; and a trading company. Since then CORMAC has increased its turnover by an additional £35m per year; increased staffing numbers by 16% and returned benefits to the Cornwall council to the tune of £20m over three years through productivity improvements and from profit on external work. The vast majority of the work is in highways maintenance and construction.
www.cormacltd.co.uk

Housing Gateway Ltd was formed in 2014 as a wholly owned company of The London Borough of Enfield to take responsibility for the acquisition and management of the council's property portfolio. Establishing a wholly owned company was an innovative response to the budget pressures faced by the council and a way of providing more affordable accommodation for Enfield residents in the private rented sector.
www.enfield.gov.uk/housinggateway

Social Care

Social Care LATCS have become prevalent in the last six or seven years as demographic changes, continuing funding cuts, constraints on in-house service provision, and new Care Act responsibilities have increased pressures on local authorities. A key issue has been the barrier on service provision to those receiving direct payments – the principal customers for care and upon which the viability of community based provider services are based. It has been estimated that about 20 social care LATCs are now trading in England and Scotland with many more in the pipeline. Examples are [Buckinghamshire Care](#), [ECL \(formerly Essex Cares\)](#), [Optalis \(Wokingham\)](#), [Olympus Care Services \(Northampton\)](#), [Your Choice \(Barnet\)](#) and [Tricuro \(Dorset\)](#).

Appendix 1

Heads of Terms

Loan Agreement

THIS AGREEMENT is made on the *[insert day]* day of *[insert month]* *[insert year]*

BETWEEN:

[Local Authority Name] Council, [Address] (the "lender")

AND

[Company Name] Company, [Company Address] ("the Borrower") WHEREBY

IT IS AGREED as follows:

1. Introduction

The Lender will make available to the Borrower the full sum of up to £x, in the form of a loan on the basis of the terms and conditions within this Loan Agreement.

The Loan will be used in accordance with the approved Business Plan. The loan will be drawn down by the Borrower as cash flow requires, with the Borrower providing a minimum of 28 days notice of the drawdown amount and date required.

The Council will provide this loan.

2. Loan Repayment Date and Schedule

The initial cash proceeds generated by the Borrower will first be used to pay the deferred consideration for land transferred by the Council to the Lender. Following this, as the Borrower identifies through its cash flow projections, it can commence repayment of the loan, then a Repayment Schedule will be agreed with the Lender.

3. Interest Charges

The Lender will determine a fixed interest rate at the commencement of the first draw down of the loan. The fixed interest rate shall be set at **1%** above the **25** year PWLB rate pertinent at that time; which will be comparable to the market interest rate. This interest rate will remain fixed throughout the term of the loan. This interest rate will apply to the duration of the loan, until the full monies-principal and interest are repaid.

Interest will be payable at the end of each Financial Year, based on the average loan outstanding during the preceding Financial Year.

4. Early Repayment

The Borrower will produce a revised cash flow projection to the Lender on each occasion that a loan draw down is sought. The Lender will release the draw down of the loan within 28 days of the request.

If the Lender has concerns around a drawdown of the Loan, then he shall refer these concerns to the Shareholder Committee to determine whether further drawdown funds are released.

In exceptional circumstances, the Lender may seek full repayment of the loan. Such a decision can only be made by the shareholder at a full Council meeting, following a recommendation from the Shareholder Committee.

5. Loan Purpose

The Loan shall be used exclusively for following specified purpose of implementing the approved Business Plan

The Borrower shall not use the Loan for any other purpose without the prior written approval of the Lender. **Such approval can only be given by a meeting of full Council.**

6. Documentation

The Loan amount will only be made available to the Borrower once the Lender receives and approves copies of the following documentation:

A copy of the resolution made by the directors of the company agreeing and approving that the company borrows the sum of the loan from the Lender. The resolution must also be signed and approved by the company secretary.

A copy of the Memorandum and Articles of Association of the Borrower, which must be certified by the company secretary as complete and up to date.

7. Loan Interest

The interest on the principal amount of the Loan outstanding shall accrue daily at the rate of 1% per annum above the PWLB twenty five year rate, which will not be varied during the term of this loan.



dated **2019**

[LATC] Limited

Articles of Association

Trowers & Hamlins LLP
3 Bunhill Row
London
EC1Y 8YZ

t +44 (0)20 7423 8000
f +44 (0)20 7423 8001
www.trowers.com

Company number: []

Private company limited by shares

Articles of Association

of

[LATC] Limited

Model Articles

- 1 The model articles of association for private companies limited by shares contained in Schedule 1 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these Articles (the **Model Articles**), shall apply to the Company save in so far as they are excluded or varied hereby and such Model Articles (save as so excluded or varied) together with the following articles shall be the articles of association of the Company. References to **these articles** shall be to the following articles as amended from time to time together with such Model Articles as apply to the Company.

Objects clause

- 2 The Company's objects are unrestricted.

Unanimous decisions

- 3 A decision of the directors which takes the form of a resolution in writing may consist of several copies each signed by one or more eligible directors. Article 8 of the Model Articles shall be modified accordingly.

Calling a directors' meeting

- 4 A director may waive the requirement that notice of a meeting of the directors or of a committee of the directors be given to him at any time before or after the date on which the meeting is held by notifying the Company to that effect. Where a director gives such notice to the Company after the meeting has been held, that does not affect the validity of the meeting or of any business conducted at it. Article 9(4) of the Model Articles shall be modified accordingly.
- 5 If all the directors participating in a meeting are not in the same place, the meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chairman of the meeting is. Quorum for directors' meetings

- 6 The quorum for the transaction of business of the directors shall be three. Article 11(2) of the Model Articles shall be modified accordingly.
- 7 If the total number of directors for the time being is less than the quorum required or does not include a director who is not an elected member, the directors must not take any decision other than a decision:
- 7.1 to appoint such number of further directors as are required to make up the quorum required; or
- 7.2 to call a general meeting so as to enable the shareholders to appoint further directors. Article 11(3) of the Model Articles shall not apply to the Company.

Information sharing

- 8 Any director shall be entitled from time to time to disclose to any shareholder such information concerning the business and affairs of the Company as he shall at his discretion see fit, subject only to the condition that if there be more than one shareholder, the director concerned shall ensure that each of the shareholders receives the same information on an equal footing.

Authorisation of directors' conflicts of interest

- 9 For the purposes of section 175 of the Companies Act 2006, as amended, consolidated or re-enacted from time to time (the **2006 Act**), [the directors] shall have the power to authorise any matter which would or might otherwise constitute or give rise to a breach by a director of the duty to avoid conflicts of interest set out in that section of the 2006 Act. Any reference in these articles to a conflict of interest includes a conflict of interest and duty and a conflict of duties.
- 10 Authorisation of a matter under article 9 shall be effective only if:
- 10.1 the matter in question shall have been proposed in writing for consideration by the directors, or in such other manner as the directors may determine;
- 10.2 any requirement as to the quorum at the meeting of the directors at which the matter is considered is met without counting the director in question and any other interested director (together the **Interested Directors**); and
- 10.3 the matter was agreed to without the Interested Directors voting or would have been agreed to if the votes of the Interested Directors had not been counted.
- 11 Unless otherwise determined by the directors (excluding the Interested Directors), any authorisation of a matter under article 9 shall extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter so authorised.
- 12 Any authorisation of a matter under article 9 shall be on such terms and/or conditions as the directors (excluding the Interested Directors) may determine, whether at the time such authorisation is given or subsequently and may be varied or terminated by the directors (excluding the Interested Directors) at any time. Such terms or conditions may include (without limitation) terms and conditions as to the duration,

renewal and/or revocation of the authorisation, and/or the exclusion of the Interested Directors from all information and discussion of the matter in question. A director shall comply with any obligations imposed on him by the directors (excluding the Interested Directors) pursuant to any such authorisation.

13 A director, notwithstanding his office, may be a director or other officer of, employed by, an elected member of or otherwise interested (including by the holding of shares) in, a shareholder who has appointed him as a director of the Company, or any other member of such shareholder's group, and no authorisation under article 9 shall be necessary in respect of any such interest.

14 Any director shall be entitled from time to time to disclose to a shareholder that appointed that director such information concerning the business and affairs of the Company as he shall at his discretion see fit.

15 If a director receives or has received any information otherwise than by virtue of his position as a director of the Company and in respect of which he owes a duty of confidentiality to another person, the director is under no obligation to:

15.1 disclose any such information to the Company, the directors or any other director or employee of the Company; or

15.2 use or apply any such information in connection with the performance of his duties as a director;

provided that to the extent that such duty of confidentiality arises out of a situation or relationship which would or might otherwise constitute or give rise to a breach by the director of the duty to avoid conflicts of interest set out in section 175 of the 2006 Act, this article shall apply only if such situation or relationship has been authorised by the directors under article 9.

16 A director shall not, save as otherwise agreed by him, be accountable to the Company for any benefit which he (or a person connected with him) derives from any matter authorised by the directors under article 9 and any contract, transaction or arrangement relating thereto shall not be liable to be avoided on the grounds of any such benefit.

Appointment and removal of directors

17 Unless otherwise determined by ordinary resolution, the number of directors is not subject to any maximum and the minimum number is four.

18 Notwithstanding any other provision of these articles, the holder or holders of a majority in nominal value of the issued ordinary shares in the capital of the Company may at any time and from time to time:

18.1 appoint any person to be a director (provided that any such appointment does not cause the number of directors to exceed a number fixed by or in accordance with these articles as the maximum number of directors); or

18.2 remove any director from office,

Every such appointment or removal shall be effected by notice in writing to the Company and shall take effect immediately (or on such later date, if any, specified in the notice). Any such notice of appointment or removal may consist of several documents in similar form, each signed by or on behalf of one or more holders.

- 19 In any case where, as a result of bankruptcy, the company has no shareholders and no directors, the trustee in bankruptcy or other transmittee(s) of the last shareholder to have a bankruptcy order made against him has the right, by notice in writing, to appoint a natural person (including himself) who is willing to act and is permitted to do so to be a director.

Termination of a director's appointment

- 20 Notwithstanding any other provision of these articles, a person ceases to be a director, in the following circumstances;
- 20.1 as soon as he has for more than six consecutive months been absent without permission of the directors from meetings of directors held during that period and the directors resolve that his office be vacated; or
- 20.2 being an elected member at the time of his appointment as a director, he ceases to be an elected member or is disqualified as an elected member at any time; or
- 20.3 being an officer of the Council at the time of his appointment as a director, his employment by the Council is terminated for any reason.

Company secretary

- 21 The directors may appoint a company secretary for such term, at such remuneration and upon such conditions as they think fit. Any company secretary may be removed or replaced by the directors.

Nil- or partly-paid shares permitted

- 22 Article 21 of the Model Articles shall not apply to the Company. If the Company at any time has nil or partly-paid shares in issue, articles 52 to 62 (inclusive) of the model articles of association for public companies contained in Schedule 3 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these articles, shall apply to the Company and form part of these articles as if the text of such provisions was set out in full in these articles.

Share certificates

- 23 Every share certificate must specify the amount paid up on the shares to which it relates. Article 24(2)(c) of the Model Articles shall not apply to the Company.

Share transfers

- 24 The instrument of transfer of any share taken on formation of the Company by a subscriber to the company's memorandum of association need not be executed by or on behalf of the transferee even where the share is not fully paid.

Calculation of dividends

- 25 Except as otherwise provided by these articles or the rights attached to shares, all dividends must be:
- 25.1 declared and paid according to the amounts paid up on the shares on which the dividend is paid; and
- 25.2 apportioned and paid proportionately to the amounts paid up on the shares during any portion or portions of the period in respect of which the dividend is paid.

If any share is issued on terms providing that it ranks for dividend as from a particular date, that share ranks for dividend accordingly. For the purposes of calculating dividends, no account is to be taken of any amount which has been paid up on a share in advance of the due date for payment of that amount. Article 30 of the Model Articles shall be modified accordingly.

26 Quorum for general meetings

- 26.1 No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.
- 26.2 One person entitled to vote shall be a quorum if that person is a duly authorised representative of the controlling shareholder.
- 26.3 At any time where the company has one shareholder:
- 26.3.1 any decision that may be taken by the company in general meeting may be taken by that shareholder solely; and
- 26.3.2 such decision is effective as if agreed by the company in general meeting.
- 26.4 where a sole shareholder takes a decision under article 38(3) he must (unless that decision is taken by way of a written resolution) provide the company with written details of that decision.
- 26.5 Article 38 of the Model Articles shall not apply to the Company.

Proceedings at general meetings

- 27 If a general meeting is adjourned, then notice of the time and place to which it is adjourned shall be given to all the members of the Company. Article 41(5) of the Model Articles shall be modified accordingly.

Poll votes

- 28 A poll may be demanded by any member (present in person or by proxy) having the right to attend and vote at the meeting or by a duly authorised representative of a corporation. Article 44(2)(c) of the Model Articles shall be modified accordingly.

29 A demand for a poll may, before the poll is taken, be withdrawn. A demand so withdrawn shall not invalidate the result of a vote on a show of hands declared before the demand was made. Article 44(3) of the Model Articles shall not apply to the Company.

Proxies and corporate representatives

30 The failure of any proxy or corporate representative to vote in accordance with any instructions given by the member by whom such proxy or corporate representative is appointed shall not invalidate the result of any vote in which the proxy or corporate representative has participated and the Company and the directors shall be under no duty to enquire as to the instructions given to any such proxy or corporate representative.

Written resolutions

31 A proposed written resolution of the members of the Company (or of a class of members) shall lapse if it is not passed before the end of the period of six months beginning with the circulation date of such resolution (as defined in section 290 of the 2006 Act).

Means of communication to be used

32 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:

32.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five working days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five working days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);

32.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;

32.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

32.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a working day.

33 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was delivered to an address permitted for the purpose by the 2006 Act.

Indemnity

- 34 The Company [may]OR[shall] indemnify any relevant officer out of the assets of the Company from and against any loss, liability or expense incurred by him or them in relation to the Company (including any liability incurred in connection with the activities of the Company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the 2006 Act)) **provided that** this article shall have effect, and any indemnity provided by or pursuant to it shall apply, only to the extent permitted by, and subject to the restrictions of, the 2006 Act. This article does not allow for or provide (to any extent) an indemnity which is more extensive than as permitted by the 2006 Act and any such indemnity is limited accordingly. This article is also without prejudice to any indemnity to which any person may otherwise be entitled. Article 52 of the Model Articles shall not apply to the Company.
- 35 To the extent permitted by, and subject to the restrictions in, the 2006 Act and without prejudice to any indemnity to which he may otherwise be entitled, the board shall have the power to provide funds to meet any expenditure incurred or to be incurred by any relevant officer in defending any criminal or civil (including regulatory) proceedings, or in connection with an application under the 2006 Act, or to enable him to avoid incurring such expenditure.
- 36 Without prejudice to the provisions of article 53 of the Model Articles, the directors may exercise all the powers of the Company to purchase and maintain insurance for the benefit of any person who is a relevant officer or an employee or former employee of the Company or any associated company or who is or was a trustee of a retirement benefits scheme or another trust in which a relevant officer or an employee or former employee is or has been interested, indemnifying him against liability for negligence, default, breach of duty or breach of trust or any other liability which may lawfully be insured against by the Company.
- 37 In these articles:
- 37.1 companies are **associated** if one is a subsidiary of the other or both are subsidiaries of the same body corporate;
- 37.2 **relevant officer** means any current or former director, alternate director, secretary or other officer of the Company or an associated company (including any company which is a trustee of an occupational pension scheme (as defined in section 235(6) of the 2006 Act)), other than any person (whether an officer or not) engaged by the Company (or associated company) as an auditor, to the extent he acts as an auditor.

Right to inspect accounts and other records

- 38 The Council and its authorised representatives shall have the right, on giving to the Company reasonable advance notice, during normal business hours to inspect the books and records of the Company and any subsidiary of the Company. Article 50 of the Model Articles shall not apply to the Company.

Definitions

39

In these articles;

“Council” means [name of local authority]; and

“elected member” means an elected member of the Council.

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dated 2019

[Local Authority Name] Council

and

[LATC] Limited

Shareholders' Agreement relating to

[LATC] Limited

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Draft (1) dated 2 December 2015

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Shareholders' agreement

dated 2015

Parties

- (1) **[LA Name] Council** whose principal office is at(the **Council**); and
- (2) **[LATC] Limited** a company incorporated and registered in England and Wales with registered number [] whose registered office is at The Grange, Nutholt Lane, Ely, Cambridgeshire CB7 4EE (the **Company**).

Introduction

- (A) The Company was incorporated under the Companies Act 2006 on [] 2015 as a private company limited by shares. At the date of this Agreement the Company has issued share capital of 1 ordinary share of £1 owned by the Council.
- (B) This Agreement sets out the terms upon which the Council will participate in the Company as its shareholder.

Agreed terms

1 Interpretation and definitions

1.1 In this Agreement:

Annual Accounts Date means the accounting reference date of the Company from time to time;

Board of Directors means the board of directors of the Company;

Board Meeting means a meeting of the Board of Directors;

Business means the business of the Company described in clause 2 and the Business Plan and such other business as the Shareholder may agree from time to time in writing should be carried on by the Company;

Business Plan means the business plan adopted in accordance with clause 2 and clause 6 and applicable from time to time;

Business Day means a day other than a Saturday or Sunday or public holiday in England and Wales;

Director means any director for the time being of the Company, including where applicable any alternate director;

Environmental Information Regulations means the Environmental Information Regulations 2004;

FOIA means the Freedom of Information Act 2000;

Information has the meaning given to it under section 84 of the FOIA;

Prudential Code for Local Authorities means the Chartered Institute of Public Finance and Accountancy (**CIPFA**) Prudential Code for Capital Finance in Local Authorities 2011 and accompanying Guidance Notes for Practitioners 2013 (as updated or revised from time to time);

Request for Information has the meaning set out in the FOIA or any apparent request for information made under the FOIA or the Environment Information Regulations;

Security Interest means any mortgage, charge, pledge, lien, hypothecation, assignment by way of security, guarantee, indemnity, debenture, declaration of trust, right of set off or combination of accounts or any other type of preferential arrangement (including without limitation, a title transfer and retention of title) or any encumbrance or security interest whatsoever, howsoever arising and whether monetary or not;

Shareholder means any holder of any Share(s), being the Council at the date of this Agreement;

Shareholder Committee means a group which will be constituted and operate in accordance with clause 5;

Shareholder Committee Meeting means a meeting of the members of the Shareholder Committee;

Shares means the ordinary shares of £1 each in the capital of the Company;

Subsidiary Undertaking means a subsidiary undertaking as defined in section 1162 of the Companies Act 2006.

- 1.2 Any reference to a statute or statutory provision is a reference to it as it is in force from time to time, taking account of any change, extension, consolidation or re-enactment and includes any subordinate legislation for the time being in force made under it.
- 1.3 Clause headings in this Agreement are for convenience only and do not affect the construction of any provision.
- 1.4 References to any gender shall include the other genders and references to the singular shall include the plural and vice versa.
- 1.5 Any reference to a person (which for the purposes of this Agreement shall include a firm, unincorporated association, body corporate, government, state or agency of state, any association or partnership or joint venture (whether or not having a separate legal personality)) shall include its successors in title.
- 1.6 In this Agreement all obligations and liabilities on the part of the Shareholder are (unless expressly stated otherwise) several and shall be construed accordingly.

1.7 Any reference to a document **in the agreed form** shall be a reference to that document in the form agreed and initialled by or on behalf of each of the Shareholder for the purpose of identification and attached to this Agreement.

2 The business of the Company

2.1 The parties acknowledge and agree that unless and until they agree otherwise, the business of the Company shall be the provision of the markets service grounds maintenance activity and property **consultancy and** development services to the Council and to other customers in accordance with the Business Plan. The Company shall:

2.1.1 carry on and conduct its business and affairs in a proper and efficient manner, for its own benefit, on sound commercial profit-making principles; and

2.1.2 transact all its business on arm's length terms.

2.2 The first Business Plan of the Company is in agreed form and will be approved by the Board of Directors as soon as reasonably practicable following execution of this Agreement. The Company shall circulate a revised version of the then current Business Plan to the Shareholder Committee by the end of **December** in each year and invite the Shareholder Committee to provide comments on the proposed Business Plan. Following the receipt of such comments, the Board of Directors shall (in accordance with this Agreement) consider and, if appropriate, update and revise the proposed Business Plan and forward it to the Shareholder for consent in accordance with clause 6 no later than the end of January. No adoption, variation or replacement of any Business Plan shall take effect unless such adoption, variation or replacement has received consent in accordance with clause 6.

2.3 Each Business Plan shall be substantially in the format of the first Business Plan and shall be for a five year period.

2.4 Notwithstanding any other provision of this clause 2 following the requisite approval by the Directors of a new proposed Business Plan or an amended or updated and revised Business Plan, such draft Business Plan shall become, or such amended or updated Business Plan shall become, the Business Plan of the Company. For any period when a proposed Business Plan presented under clause 2.2 has not been approved in accordance with clause 6 and adopted by the Directors in accordance with this Agreement, the relevant existing Business Plan shall continue to be the Business Plan of the Company.

2.5 The principal place of business of the Company and the principal place for management of the Company shall be within the boundaries of East Cambridgeshire, unless otherwise agreed in writing by the Council.

3 Conduct of the Company's affairs

3.1 With the exception of those matters requiring consent pursuant to clause 6, the day-to-day management of the Company shall be vested in the Directors. Without prejudice to the generality of the foregoing, the Directors will determine the general policies of the Company and the manner in which the Business is to be carried out to those matters

requiring consent pursuant to clause 6 and to any other express provisions of this Agreement.

- 3.2 The Company shall not carry out any activity which would render the holding of Shares by the Council unlawful provided that where a proposed change of law would render such shareholding unlawful the Council will use all reasonable endeavours to take such steps as are necessary to allow it to continue lawfully to hold its Shares.
- 3.3 The Company will if it requires any approval, consent or licence for the carrying on of its Business in the manner in which it is from time to time carried on or proposed to be carried on, use all reasonable endeavours to obtain and maintain the same in full force and effect.
- 3.4 The Company shall permit any Director to discuss the affairs, finances and accounts of the Company and its subsidiaries at any time with any officers and employees designated in writing by the Council for this purpose. All books, records, accounts and documents relating to the business and the affairs of the Company and its subsidiaries shall be open to the inspection of any officers and employees designated in writing by the Council for this purpose, who shall be entitled to make any copies thereof as he or she deems appropriate to keep the Council properly informed about the business and affairs of the Company or to protect its interests as a Shareholder. Any confidential information secured as a consequence of such discussions and examinations shall be kept confidential by the Council and its designated officers and employees in accordance with the terms of clause 11.
- 3.5 The Company agrees with the Council that it will maintain effective and appropriate control systems in relation to the financial, accounting and record-keeping functions of the **Company** and will generally keep the Council informed of the progress of **the Company's** business and affairs and in particular will procure that the Shareholder is given such information and such access to the officers, employees and premises of the **Company** as it may reasonably require for the purposes of enabling it to monitor its investment in the **Company** and to comply with its obligations under the Prudential Code for Local Authorities.
- 3.6 The Company shall not breach nor cause the Council to be in breach of the relevant provisions of the Local Authorities (Companies) Order 1995, Part V of the Local Government and Housing Act 1989 or the Local Government Public Involvement in Health Act 2007 or its obligations under the Public Contracts Regulations 2015 or any European Directive on public procurement.
- 3.7 The Company shall:
- 3.7.1 identify the participation of the Council on all its official business stationery; and
- 3.7.2 not engage in any party political publicity.

4 The Board of Directors

- 4.1 The Board of Directors shall consist of not less than 4 Directors.
- 4.2 Board Meetings shall be held no less than 4 times in every year and at not more than three monthly intervals. All Board Meetings shall be held in the United Kingdom.
- 4.3 Unless otherwise agreed by all the Directors, not less than 10 Business Days' notice shall be given to each of the Directors of all Board Meetings. The notice convening a Board Meeting shall include an agenda specifying in reasonable detail the matters to be discussed,

together with any relevant papers for discussion at such meeting. If any matter is not identified in reasonable detail the Board of Directors shall not decide on it unless all Directors agree in writing

5 Shareholder Committee

5.1 The Shareholder Committee shall not have powers to make decisions on behalf of the Council or the Company. The purpose of the Shareholder Committee shall be to:

5.1.1 recommend, where relevant, the appointment of the Chairman of the Board and approve best practice policies in relation to such an appointment;

5.1.2 receive and review and comment on or recommend any amendments to the Business Plan;

5.1.3 review the financial performance of the Company; and

5.1.4 make recommendations to the Council on how it should exercise the functions flowing from its ownership of Shares.

5.2 Unless and until the Council resolves otherwise, the Shareholder Committee will be the Council's Asset Development Committee, save that elected members of the Council who

are appointed as Directors cannot be members (or substitutes) of the Shareholder Committee.

- 5.3 A Shareholder Committee Meeting shall be held no less than every quarter.
- 5.4 The Shareholder Committee may call an extraordinary committee and the Chairman and Managing Director will be required to attend provided they are given not less than 10 Business Days' notice in writing.**
- 5.5 The Board of Directors shall send a report at least twice a year to each member of the Shareholder Committee. The report shall provide all information reasonably required for the Shareholder Committee to conduct an effective review of the following items:
- 5.5.1 the services provided by the Company, with quality performance matched against contractually agreed service levels;
 - 5.5.2 progress against the Business Plan and financial projections;
 - 5.5.3 management accounts and key financial metrics;
 - 5.5.4 the review of future service developments and opportunities; and
 - 5.5.5 information and assessment of any additional ad-hoc requests.

For the avoidance of doubt, the list of items in this clause 5.5 is not exhaustive and ad hoc meetings of the Shareholder Committee can be called at other times by notice in writing from at least two members of the Shareholder Committee.

- 5.6 Unless otherwise agreed by a member of the Shareholder Committee appointed by the Council before a Shareholder Committee Meeting not less than 10 Business Days' notice shall be given to each of the members of the Shareholder Committee and to the directors of the Company which shall include an agenda specifying in reasonable detail the matters to be discussed, together with any relevant papers for discussion at such meeting.
- 5.7 The Company will supply members of the Shareholder Committee with the agendas and support papers provided to the Board of Directors and shall do so at the same time, as far as possible, as the relevant board receives those agendas and papers (except for minutes, which need only be supplied after signature). In addition, the Company will supply the members of the Shareholder Committee with all information and data reasonably requested by the Shareholder Committee to enable it to reach an informed judgment on any matter within its purview.
- 5.8 The Company shall ensure that at least one representative shall attend each meeting of the Shareholder Committee who shall be a Director and qualified to address the issues on the agenda for the meeting.

6 Reserved Matters

- 6.1 Each of the parties shall take all such steps and do all such acts and things as may be necessary or desirable, including, without limitation, exercising all voting and other rights and powers of control available to it in relation to the Company, so as to procure (insofar as it is able to do so by the exercise of those rights and powers) that at all times during the

term of this Agreement no **Company** Member shall, except with the prior consent of the Council, take any action or pass any resolution in respect of:

- 6.1.1 issuing or allotting any shares;
- 6.1.2 granting any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeeming or purchasing any of its own shares or effecting any other reorganisation of its share capital;
- 6.1.3 altering in any respect its articles of association or the rights attaching to any of its shares;
- 6.1.4 permitting the registration of any person as a Shareholder of the Company;
- 6.1.5 declaring or paying any dividend;
- 6.1.6 re-registering the Company as a public limited company, or as any entity other than a company limited by shares;
- 6.1.7 applying for the listing or trading of any shares or debt securities on any stock exchange or market;
- 6.1.8 forming any Subsidiary Undertaking or acquiring shares in any other company or participating in a joint venture (incorporated or not);
- 6.1.9 amalgamating or merging with any other company or business undertaking; or
- 6.1.10 passing any resolution for its winding up or presenting any petition for its administration, unless it has become insolvent;
- 6.1.11 changing the nature of the Business or commencing any new business which is not ancillary or incidental to the Business;
- 6.1.12 engaging in any business other than as contemplated by the Business Plan or defraying any monies other than in good faith for the purposes of or in connection with the carrying on of such business;
- 6.1.13 appointing or removing any Director;
- 6.1.14 the grant of any power of attorney or the appointment of any agent, or the entry into any other agreement which devolves or transfers management control of the Company from the Board of Directors;
- 6.1.15 agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any Director;
- 6.1.16 the entry into any service contract, terms of appointment or other agreement with a Director;
- 6.1.17 agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any key employee of, or consultant to, the Company at a rate in excess of **£100,000** per annum or increasing the remuneration of any such person to a rate in excess of **1%** per annum;

- 6.1.18 establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors or employees;
- 6.1.19 making any bonus payment to any director or key employee;
- 6.1.20 instituting, settling or compromising any material legal proceedings instituted or threatened against it or submitting any dispute to arbitration or alternative dispute resolution;
- 6.1.21 borrowing any monies (other than normal trade credit);
- 6.1.22 changing its name or its registered office;
- 6.1.23 replacing or modifying the Business Plan;
- 6.1.24 creating or granting any Security Interest over the whole or any part of its business, undertaking or assets or agreeing to do so;
- 6.1.25 entering into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms;
- 6.1.26 making any loan (otherwise than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or granting any credit (other than in the normal course of trading) or giving any guarantee or indemnity; or
- 6.1.27 entering into an agreement to do any of the foregoing.

7 Production of accounts and reports

7.1 The Company shall provide the information referred to in clause 7.2 to the Shareholder

7.2 The Company shall instruct its **accountants** to prepare a balance sheet of the Company, as at the Annual Accounts Date each year and a consolidated profit and loss account of the Company, for the 12 month financial period ending on the Annual Accounts Date each year to be presented to the Shareholder within **3** calendar months after the end of the period to which such accounts relate. **The Company shall appoint an independent auditor to audit the balance sheet and profit and loss account for the Company.**

7.3 The Company will provide to the Shareholder full details of any actual or prospective material change in the Business or the financial position or affairs of the Company, as soon as such details are available.

7.4 All accounts referred to in this clause shall be prepared in pounds sterling and in accordance with applicable law and generally accepted accounting standards, principles and practices in the United Kingdom.

8 Anti-corruption

8.1 In this clause:

Adequate Procedures means adequate procedures, as referred to in section 7(2) of the Bribery Act 2010 and any guidance issued by the Secretary of State under section 9 of the Bribery Act 2010;

Associated Person means in relation to a party to this Agreement, any person (including an officer, employee, agent or Subsidiary Undertaking) who performs services for or on behalf of that party;

Corrupt Activity means extortion, fraud, deception, collusion, cartels, abuse of power, embezzlement, trading in influence, money-laundering or any similar activity including without limitation any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 Bribery Act;

8.2 Each party declares and undertakes to the other parties that:

8.2.1 it has not and will not in relation to the Company or the operation of the Business, engage in any Corrupt Activity;

8.2.2 it will not authorise or acquiesce in or turn a blind eye to, any Corrupt Activity;

8.2.3 it has and will maintain in place, or in the case of the Company it will put and maintain in place, Adequate Procedures designed to prevent any Associated Person from undertaking any conduct that would give rise to an offence under section 7 of the Bribery Act 2010;

8.2.4 it has not and will not engage in any activity, practice or conduct which could place the Company or any other party in breach of section 7(1) Bribery Act;

8.2.5 from time to time, at the reasonable request of the other party, it will confirm in writing that it has complied with its undertakings under this clause 8.2 and will provide any information reasonably requested by the other party in support of such compliance; and

8.2.6 it will ensure that its Associated Persons will comply with its commitments under this clause 8.

9 **No fetter**

Nothing in this Agreement shall operate to bind the Company or any Council to the extent that it constitutes an unlawful fetter on any statutory power of the Company or the Council.

10 **Duration and termination**

10.1 This Agreement shall continue in full force and effect, unless otherwise agreed in writing by the Council, provided that this Agreement shall cease to have effect as regards any Shareholder who ceases to hold any Shares in the Company, except for any provisions which are expressed to continue in force thereafter.

10.2 Termination of this Agreement pursuant to this clause shall not release any party from any liability which at the time of termination has already accrued to another party or which may accrue after termination of this Agreement in respect of any act or omission prior to such termination.

11 Confidentiality

11.1 This clause applies to:

11.1.1 all information of a confidential nature disclosed (whether in writing, verbally or by any other means and whether directly or indirectly) by one party to one of the other parties whether before or after the date of this Agreement;

11.1.2 any information concerning the business affairs of one party or other information confidential to that party which one of the other parties learns as a result of the relationship between the parties pursuant to this Agreement;

including any information relating to any party's products, operations, processes, plans or intentions, product information, know-how, design rights, trade secrets, market opportunities and business affairs (together, **Confidential Information**).

11.2 In this clause, in relation to a particular item of Confidential Information:

11.2.1 the **Disclosing Party** means the party by whom (or on whose behalf) that Confidential Information is disclosed or (where there is no such disclosure) the party to whom the Confidential Information relates, or to whom the Confidential Information is proprietary or who otherwise desires that the confidentiality of the Confidential Information is respected; and

11.2.2 the **Receiving Party** means the other party.

11.3 During the term of this Agreement and after termination of this Agreement for any reason whatsoever, the Receiving Party shall:

11.3.1 keep the Confidential Information confidential;

11.3.2 not disclose the Confidential Information to any other person other than with the prior written consent of the Disclosing Party or in accordance with this clause 11; and

11.3.3 not use the Confidential Information for any purpose other than the performance of its obligations and the exercise of its rights under this Agreement.

11.4 Notwithstanding clause 11.3, the Receiving Party may disclose Confidential Information as follows:

11.4.1 to its professional advisers (each, a Recipient) providing the Receiving Party ensures that each Recipient is made aware of and complies with all the Receiving Party's obligations of confidentiality under this Agreement as if the Recipient was a party to this Agreement; and

11.4.2 to other parties to this Agreement, and where disclosure is required by law, by any court of competent jurisdiction or by any appropriate regulatory body.

11.5 This clause 11 shall not apply to any Confidential Information which:

- 11.5.1 is at the date of this Agreement or at a later date comes into the public domain other than through breach of this Agreement by the Receiving Party or any Recipient;
- 11.5.2 was known by the Receiving Party before receipt from (or on behalf of) the Disclosing Party (or, as appropriate, before the Receiving Party learnt of the same pursuant to this Agreement) and which had not previously been obtained under an obligation of confidence; or
- 11.5.3 subsequently comes lawfully into the Receiving Party's possession from a third party, free of any obligation of confidence.
- 11.6 The Company acknowledges that the Council is subject to the requirements of the FOIA, the Environmental Information Regulations and other access to information and propriety controls as provided in legislation, and shall facilitate the Council's compliance with its Information disclosure requirements pursuant to and in the manner provided for in clauses 11.7 and 11.10.
- 11.7 If a Council receives a Request for Information in relation to Information that the Company is holding and which the Council does not hold itself, the Council shall refer to the Company such Request for Information as soon as practicable and in any event within five (5) Business Days of receiving a Request for Information, and the Company shall:
- 11.7.1 provide the Council with a copy of all such Information in the form that the Council requires as soon as practicable and in any event within 10 Business Days (or such other period as the Council acting reasonably may specify) of the Council's request; and
- 11.7.2 provide all necessary assistance as reasonably requested by the Council to enable the Council to respond to a Request for Information within the time for compliance set out in Section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.
- 11.8 Following notification under clause 11.7, and up until such time as the Company has provided the Council with all the Information specified in clause 11.7, the Company may make representations to the Council as to whether or not or on what basis Information requested should be disclosed, and whether further information should reasonably be provided in order to identify and locate the information requested, provided always that the Council shall be responsible for determining, at its absolute discretion:
- 11.8.1 whether Information is exempt from disclosure under the FOIA and the Environmental Information Regulations; and
- 11.8.2 whether Information is to be disclosed in response to a Request for Information, and in no event shall the Company respond directly to a Request for Information.
- 11.9 The Company acknowledges that (notwithstanding the provisions of clause 11.1) the Council may, acting in accordance with the Department of Constitutional Affairs' Code of Practice on the Discharge of Functions of Public Authorities under part I of the Freedom of Information Act 2000, be obliged under the FOIA or the Environmental Information Regulations to disclose Information concerning the Company:

- 11.9.1 in certain circumstances without consulting with the Company; or
- 11.9.2 following consultation with the Company and having taken its views into account.
- 11.10 The Company shall transfer to the relevant Council any Request for Information received by it as soon as practicable and in any event within 3 Business Days of receiving it.
- 11.11 The Company acknowledges that any lists provided which list or outline Confidential Information are of indicative value only and that the Council may nevertheless be obliged to disclose Confidential Information in accordance with clause 11.9.

12 General

- 12.1 Except where this Agreement provides otherwise, each party shall pay its own costs relating to or in connection with the negotiation, preparation, execution and performance by it of this Agreement and of each agreement or document entered into pursuant to this Agreement and the transactions contemplated by this Agreement.
- 12.2 No variation of this Agreement shall be valid unless it is in writing and signed by or on behalf of each of the parties.
- 12.3 No delay, indulgence or omission in exercising any right, power or remedy provided by this Agreement or by law shall operate to impair or be construed as a waiver of such right, power or remedy or of any other right, power or remedy.
- 12.4 No single or partial exercise or non-exercise of any right, power or remedy provided by this Agreement or by law shall preclude or restrict any other or further exercise of such rights, power or remedy or of any other right, power or remedy.
- 12.5 A waiver of a breach of any of the terms of this Agreement or of a default under this Agreement does not constitute a waiver of any other breach or default and shall not affect the other terms of this Agreement.
- 12.6 A waiver of a breach of any of the terms of this agreement or of a default under this Agreement will not prevent a party from subsequently requiring compliance with the waived obligation.
- 12.7 The rights and remedies provided by this Agreement are cumulative and are not exclusive of any rights, powers or remedies provided by law.
- 12.8 If any provision of this Agreement is or becomes illegal, invalid or unenforceable under the law of any jurisdiction, that shall not affect or impair:
 - 12.8.1 the legality, validity or enforceability in that jurisdiction of any other provision of this Agreement; or
 - 12.8.2 the legality, validity or enforceability under the law of any other jurisdiction of that or any other provision of this Agreement.
- 12.9 This Agreement, and the documents referred to in it, constitute the entire agreement and understanding between the parties and supersede any previous agreement,

understanding or arrangement between the parties relating to the subject matter of this Agreement.

12.10 Each of the parties acknowledges and agrees that:

12.10.1 in entering into this Agreement, and the documents referred to in it, it does not rely on, and shall have no remedy in respect of, any statement, representation, assurance, warranty or understanding of any person (whether party to this Agreement or not) other than as expressly set out in this Agreement or those documents;

12.10.2 the only remedy available to it arising out of or in connection with this Agreement or its subject matter shall be for damages for breach of contract under the terms of this Agreement;

12.10.3 nothing in this clause shall operate to limit or exclude any liability for fraud.

12.11 No person who is not a party to this Agreement shall have any right to enforce this Agreement or any agreement or document entered into pursuant to this Agreement pursuant to the Contracts (Rights of Third Parties) Act 1999.

13 Assignment

This Agreement is personal to the parties and neither party shall assign, transfer, charge, make the subject of a trust or deal in any other manner with this Agreement or any of its rights or obligations under it, or purport to do any of the same, nor sub-contract any or all of its obligations under this Agreement without the prior written consent of the other party save where the Council's function are transferred or assigned to a successor body. Each party is entering into this Agreement for its benefit and not for the benefit of another person.

14 No partnership or agency

Nothing in this Agreement is intended to or shall operate to create a partnership, or to authorise any party to act as agent for any other or to establish any other fiduciary relationship between the parties. No party shall have authority to act in the name or on behalf of or otherwise to bind any other party in any way (including but not limited to the making of any representation or warranty, the assumption of any obligation or liability and the exercise of any right or power).

15 Notices

15.1 Any notice or other communication given under this Agreement:

15.1.1 shall be in writing;

15.1.2 shall be signed by or on behalf of the party giving it;

15.1.3 shall be served by delivering it by hand or sending it by pre-paid recorded delivery or registered post or by fax at the address or fax number set out in clause 15.2 of the party due to receive it and marked for the attention of the person named in clause 15.2 (or at such other address in the United Kingdom

or fax number or marked for the attention of such other person as last notified in writing to the other parties;

15.1.4 shall be deemed to have been received:

- (a) if delivered by hand, at the time of actual delivery;
- (b) in the case of pre-paid recorded delivery or registered post, two Business Days after the date of posting; and
- (c) in the case of fax, at the time of completion of transmission.

15.2 The addresses of the parties for the purposes of clause 15.1 are as set out at the beginning of this Agreement and the notice details and fax numbers are as follows:

15.3 To prove delivery it shall be sufficient to prove that the envelope containing the notice was addressed to the address of the relevant party set out in clause 15.2 and delivered either to that address or into the custody of the postal authorities as a pre-paid recorded delivery, registered post or airmail letter, or that the notice was transmitted by fax to the fax number of the relevant party set out in clause 15.2.

15.4 In this clause if deemed receipt occurs before 9am on a Business Day the notice shall be deemed to have been received at 9am on that day, and if deemed receipt occurs after 5pm on a Business Day, or on a day which is not a Business Day, the notice shall be deemed to have been received at 9am on the next Business Day.

15.5 For the avoidance of doubt, a notice or other communication given under this Agreement shall not be validly served if sent by e-mail.

16 Counterparts

This Agreement may be executed in any number of counterparts and by different parties on separate counterparts (which may be facsimile copies), but shall not take effect until each party has executed at least one counterpart. Each counterpart shall constitute an original, and all the counterparts together shall constitute a single agreement.

17 Applicable law

17.1 The parties agree that this Agreement and any dispute or claim arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non- contractual obligation arising in connection with the foregoing, shall be governed by and construed in accordance with English law.

17.2 Each of the parties irrevocably agrees to submit to the exclusive jurisdiction of the courts of England and Wales in relation to any claim or matter arising out of or in connection with this Agreement, its negotiation or its subject matter, or any non-contractual obligation arising in connection with the foregoing.

This Agreement has been executed on the date stated at the beginning of this Agreement.

Execution page

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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

12th February 2019**REPORT AUTHOR:** County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Financial Overview and Forecast as at 31st December 2018

REPORT FOR: Decision / Discussion / Information

1. Summary

- 1.1 This report provides an update on the projected revenue spend against budget for the 2018/19 financial year and reflects the position as at 31st December 2018, it provides an indication of the 2018/19 full year financial forecast.
- 1.2 The revenue expenditure outturn against budget is now projected to be £3.1m (November £3.6m) over budget, this is based on savings achieved to date but also reflects assurance received from budget managers that further savings will be achieved in year.
- 1.3 Savings of £6.040m have been delivered to date, 49% of the total £12.296m required, with £6.256m yet to be achieved.
- 1.4 The report has been prepared on an exceptions basis, using actual variance against budget to define the RAG (Red, Amber, Green and Blue) status of the services' financial position. The report only highlights those service areas where projections are forecast to exceed the budget provided, or services that have a significant degree of financial risk on the Council, and where corrective action must be taken to ensure a balanced year end budget, and mitigate any risk for future years.

2 Revenue Position

- 2.1 The revenue forecast is summarised in the table below, underlying expenditure is projected to exceed the budget by £4.340m (November £5.074m), excluding Housing Revenue Account (HRA) and Delegated Schools. It is important to note that this position is reported based on the current delivery of efficiency savings and does not reflect those that remain to be achieved, we maintain this approach to ensure a prudent position. Given previous years' trends and performance this position is likely to improve as the year progresses.
- 2.2 To counter the prudent approach to reporting savings and better predict the year-end position, this year's reporting also provides a forecast based on the expected delivery of savings. This is only included following assurance from Directors that savings will be achieved or that alternative means of delivery are identified and realistic.
- 2.3 On the basis of expected savings delivery and capitalisation of transformation costs the projected position will be an overspend of £3.072m (November £3.618m) against the approved budget.

2.4 Both projections are included in the table below.

Summary Forecast by Directorate	Total Working Budget	Forecast Spend	Variance (Over) / Under Spend		Variance including expected savings delivery	
	£'000	£'000	£'000	%	£'000	%
Social Services	84,369	89,280	(4,911)	(6)	(4,906)	(6)
Environment	30,823	32,156	(1,333)	(4)	(70)	0
Schools and Leisure Resources	35,991	35,294	697	2	697	2
Central Activities	18,212	18,034	178	1	178	1
	2,254	1,225	1,029	46	1,029	46
Total	171,649	175,989	(4,340)	(3)	(3,072)	(2)
Housing Revenue Account (HRA)	0	(28)	28	0	28	0
Schools Delegated	75,354	76,025	(671)	(1)	(671)	(1)
Total including HRA and Delegated Schools	247,003	251,986	(4,983)	(2)	(3,715)	(2)

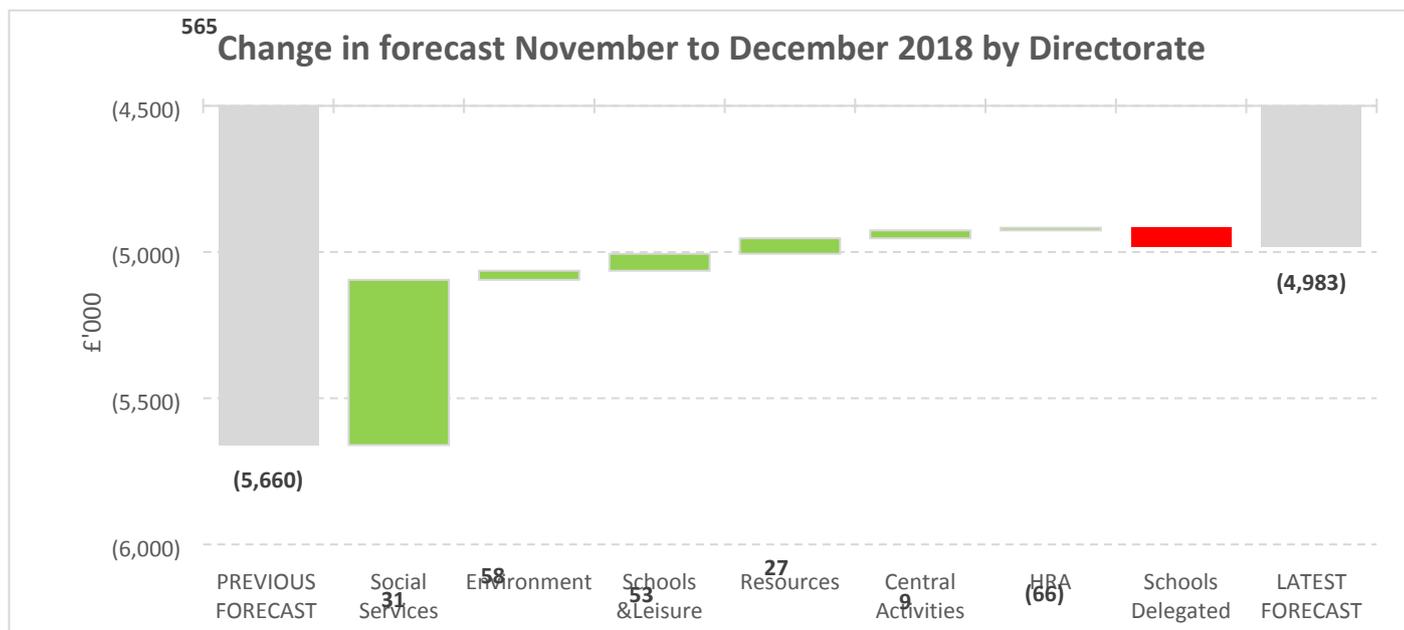
2.5 The table in Appendix A details the forecast spend by Service, against approved working budget and shows the projected position based on savings delivery, capitalisation and service performance.

3 Reserves

- 3.1 The total revenue reserves held at 1 April 2018, together with the forecast addition/(use) of reserves during the year and the projected year end balances, as at 31st December, are set out in the table in Appendix C. The revenue reserves held at the beginning of the year totalled £40.3m, with £9.7m held in the General Reserve and Specific and Ring fenced reserves of £27.4m. The planned use of reserves to support the overall revenue budget during the year (excluding Schools and HRA) is £10.3m.
- 3.2 Based on the projections included in this report the overspend would be financed from the General Fund Reserve. With the assurance around the delivery of savings and the capitalisation of transformation costs the impact on the General fund would be £3m, reducing the balance to £6.608m this would then represent 3.8% of the total net revenue budget (excluding Schools and HRA) or 5.9% when including the budget management reserve. This revised position would be in line with the policy set.
- 3.3 Specific reserves will also be reviewed to identify alternative reserve funding to limit the impact on the General Fund Reserve.

4. Revenue Forecast

- 4.1 The graph below shows the change in forecast, from that reported at the end of November to the projected forecast position as at 31st December by Directorate, including HRA and Delegated Schools:



4.2 RAG status has been applied to service variance based on the categories below, and those with a variance calculated as “red” have been explained in more detail below.

- **Red** Overspend above 2%
- **Amber** Overspend of 1-2%
- **Green** +/- 1%
- **Blue** Underspend above 1%

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance RAGB status
	£'000	£'000	£'000	%	
Children Services	18,535	24,551	(6,016)	(32)	R

Projected expenditure within Children services has improved by £45k, spend is now forecast to exceed the budget by £6.016m.

The appropriate workforce establishment has been agreed and although funding for this is accommodated within the service budget, many posts are being covered by agency staff at a considerably higher cost per post. Following the Children’s workforce analysis carried out in June 2018 agency workers have risen by 6.5 ftes. The projected position includes the continuation of agency staff through to the end of this financial year, with costs exceeding baseline budget by £624.9k. A slight improvement due to reduced agency days over the Christmas period.

There is a continuing increasing trend for the numbers of Children looked after (CLA); this has increased by 8 in month to 234 in December. This has a significant budgetary impact but increases in the number of placements are being offset by changes in service provision reducing the cost per week of existing placements, this is reflected in the improved forecast with costs

now projected to exceed the baseline by £3.552m by the end of the year. Cabinet will note this area sees fluctuations in demand and the levels of complexity make it a very high risk area which is difficult to forecast.

The forecast position also reflects £2.2m of savings that cannot be achieved. This is impacting on the position reported for the current financial year. This has been removed as part of the Council's overall budget strategy for 2019/20.

There are a number of risks that may further impact the financial position, these include: -

- Additional costs backdated in respect of 'Sleep-ins' following the outcome of a judicial review
- Holiday pay liability for relief staff at Golwg y Bannau/Camlas
- Legal costs – the baseline budget has already been utilised.

The financial pressures are mitigated by investment funding that remains unallocated of £810k and additional monies from Welsh Government for "Supporting Sustainable Social Services" totalling approximately £579k.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Highways, Transport & Recycling (HTR)	21,340	23,033	(1,693)	(8)	R

The overspend in this area is at a similar level to the previously reported position with only a £7k reduction in the forecast since November. Unachieved savings at this point in the year total £1.190m and are the main reason for the projected position.

The service is forecasting overspends against some areas of budget: -

- Underachievement of income in respect of Trade Waste collection of £165k and a forecast overspend in Domestic Waste of £376k, due to continuing increased fuel costs, additional costs of depreciation for vehicles and increased vehicle hire costs in domestic waste.
- An over spend of £150k within the fleet workshops as a result of an over spend on materials and parts, and a pressure resulting from not being able to negate all income lost with reductions in overheads, due to a decrease in the fleet held by the Council and the associated in-house maintenance.
- An overspend of £278k on Public Transport is forecast as a result of the re-tender exercise and loss of income on the T4 route due to the impact of the commercialisation of part of the route not foreseen during the tender process.
- These over spends are offset by an under spend of £110k as a result of the spend freeze, the Design team forecast to overachieve their budgeted contribution by £100k and an underspend of £265k on waste contracts, due to increased income from sale of recyclable material and lower than budgeted spend on landfill tax.

An additional £200k of savings are expected to be achieved within HTR by the end of the year. This along with other factors; such as grant monies and income expected but not yet confirmed,

contribute to the revised forecast which shows a significantly improved year end position for the Environment Directorate of approximately £70k overspend.

Service Area	Net Budget	forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Workforce, OD and Comms	2,522	2,570	(48)	(3)	R

The forecast position within Workforce, OD and Comms has improved by £32k since previously reported and is now forecast to be £48k overspent by year end. Unachieved savings remain the main reason for the overspend in this area offset by small underspends across the board.

4.3 Other Service areas which are not RAG status RED but due to a high level of scrutiny, further information is also provided below.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Adult Social Care	65,834	64,729	1,105	0.9	G

The forecast underspend position within Adult Social Care has increased by a further £520k from November, with the year end position now projected at £1.105m. The improvement is attributed to the achievement of a further £157k of savings, utilising grant funding to support qualifying expenditure and the removal of commitments not required for service placements

Undelivered savings equate to £5k but there are plans in place to deliver the remaining target by the end of the financial year, which is reflected in the assured forecast position for Social Services. Of the original £2.2m investment, £200k has been committed to procure external advice for the BUPA re-tender and £491k still remains to be allocated to Service budget headings. As agreed this will only be released on presentation of business cases which satisfy criteria set out by full council.

The forecast does not account for future demography, learning disability transitions, contractual agreements including uplifts or winter pressures. In addition, the liability associated with the recent judicial review relating to the payment of the National Living Wage in respect of "Sleep-ins" is still being calculated for the in-house service and legal direction has been sought re external providers. These pressures suggest that the position in the next financial year (2019/20) will be challenging.

Schools Delegated	75,354	76,025	(671)	(0.9)	G
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The BRAG rating of Green reflects the projected outturn against budget plans submitted by the Schools. These plans include a significant draw on their delegated reserves. Budget plans across the primary sector expect to draw a net £458k from reserves, and £125k in the Special sector. This will be updated monthly going forward.

Approved budget plans and forecasts received for Secondary schools reported to cabinet, projected a net £1.2m in year draw from reserves, however, end of year projections last month showed a further deficit of £405k. In line with the Scheme for Financing schools, Secondary Schools are required to submit monthly forecast end of year projections, and if not received will be notified of the failure to comply with the scheme, continued non-compliance will result in a notice of concern.

5. Savings

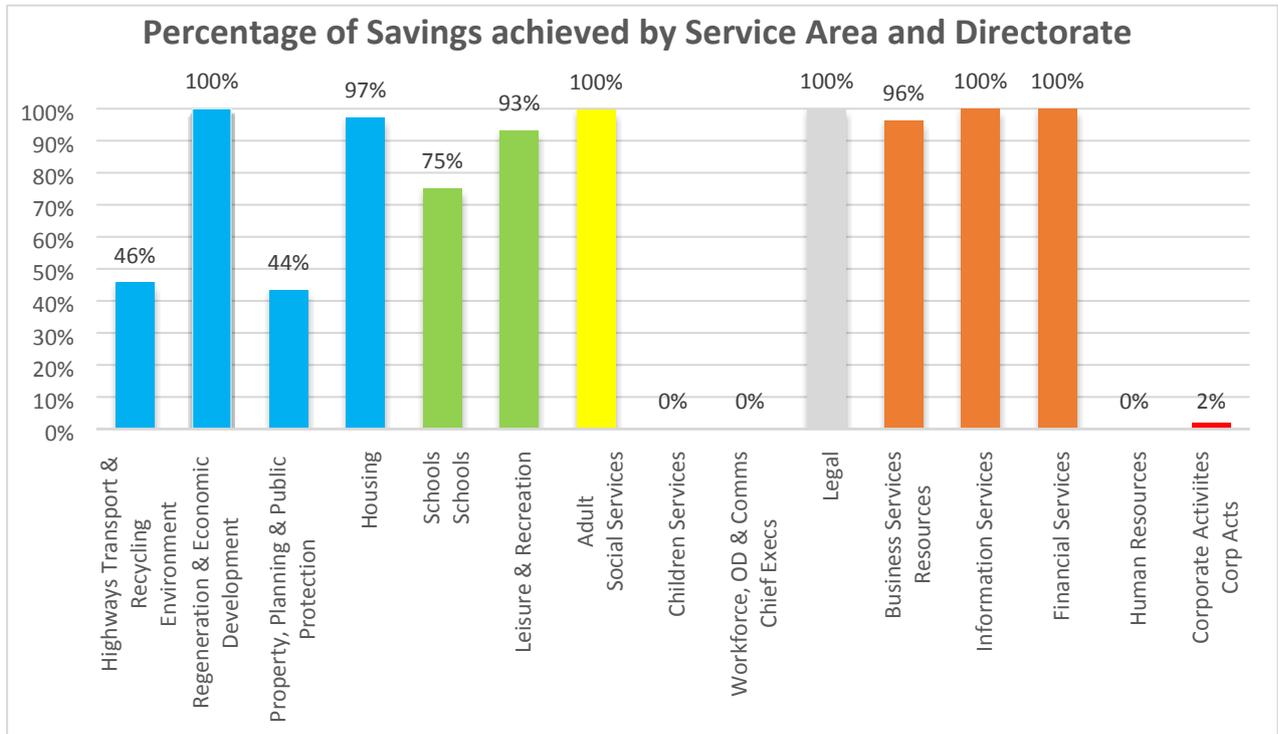
- 5.1 The table below summarises the delivery of the savings including those that remained undelivered in prior years; £6m or 49% has been delivered. For prudence the forecast includes savings that have been achieved or have progressed to a point where there is confidence in final delivery taking place. It does not reflect expectations that are not currently being realised.
- 5.2 Savings included in previous budget plans which remain outstanding, and which are now undeliverable, have been removed from the budget plan for 2019/20. £3.9m of these unachieved savings are included in the figures reported below.

	Target £'000	Delivered £'000	Variance £'000
2015/16	1,157	77	1,080
2016/17	321	0	321
2017/18	1,975	420	1,555
2018/19	8,843	5,543	3,300
Total	12,296	6,040	6,256

- 5.2 Further analysis of the unachieved savings showing the RAG status by Directorate is provided in the table below. Further detail by Service area can be found in Appendix B.

UPDATE ON DELIVERY OF SAVINGS PROPOSALS BY RAG			
Directorate	RED	AMBER	TOTAL UNACHIEVED SAVINGS AS AT 31st December 2018
	£'000	£'000	£'000
Social Services	2,298	5	2,303
Environment	0	1,364	1,364
Schools	394	49	443
Resources	50	26	76
Corporate Activities	1,963	0	1,963
Chief Executives	107	0	107
Total	4,812	1,444	6,256

- 5.3 The graph below shows the percentage of savings achieved to date by Service Area and Directorate.



6 Virements and Grants to be accepted

None

7 Options Considered/Available

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

8 Preferred Choice and Reasons

None to consider.

9 Impact Assessment

Is an impact assessment required? Yes/No

10 Corporate Improvement Plan

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.

11 Local Member(s)

This report relates to all service areas across the whole County.

12 Other Front Line Services

This report relates to all service areas across the whole County.

13 Communications

Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. 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.

14 Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

15 Scrutiny

Has this report been scrutinised? Yes / No

16 Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

17 Statutory Officers

The Head of Financial Services (Deputy Section 151 Officer) has provided the following comment:

The projected position continues to report a deficit outturn. The option to capitalise transformation costs provides an opportunity to improve the revenue position and this together with assurance that savings for some Directorates will be delivered significantly reduces the overall deficit projected.

The Council has made a significant level of investment into social care services in Powys. The additional funding provided budget to support the increased level of demand experienced in both service areas and also funded the detailed plans for improvement. Demand within Children's services continues and placement costs are already exceeding the increased level of budget. This continues to be an area of financial risk for the Council.

The Council needs to further address the projected deficit and deliver an outturn more in line with the approved budget. The actions taken to date have improved the projected forecast, but given the pressure on the revenue budget Cabinet have supported the S151 Officer's requirement to further control discretionary expenditure until the end of the financial year this will limit the impact on the general fund reserve.

School budgets particularly those within the secondary sector, remain a risk that needs to be addressed, compliance work and action is crucial to ensure that this is managed effectively.

The Monitoring Officer has no specific concerns with this report.

17 Members' Interests

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

Recommendation:		Reason for Recommendation:	
<p>a. That the contents of this report are noted.</p> <p>b. That given the pressure on the revenue budget the Cabinet supports the S151 Officer's requirement to control discretionary expenditure until the end of the financial year</p>		<p>To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.</p>	
Relevant Policy(ies):		Financial Regulations:	
Within policy:	Yes	Within Budget:	n/a
Relevant Local Member(s):			
Person(s) To Implement Decision:		Jane Thomas	
Date By When Decision To Be Implemented:		Ongoing	
Contact Officer	Tel	E mail	
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk	

APPENDIX A

Forecast Outturn and Undelivered Savings as at 31st December 2018

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Total Unachieved Savings as at 31st December 2018	Service Under/(Over) spend excl. unachieved savings	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	£'000	£'000	%	
Social Services							
Adult & Commissioning	65,834	64,729	1,105	(5)	1,110	1.7	B
Children Services	18,535	24,551	(6,016)	(2,298)	(3,718)	(32.5)	R
Environment							
Regeneration	1,412	1,359	53	0	53	3.8	B
Property Planning and Public Protection	7,120	6,839	281	(171)	452	3.9	B
Housing General Fund	951	925	26	(2)	28	2.7	B
Highways, Transport & Recycling	21,340	23,033	(1,693)	(1,190)	(503)	(7.9)	R
Schools							
Schools Service	27,230	26,875	355	(394)	749	1.3	B
Leisure & Recreation	8,761	8,419	342	(49)	391	3.9	B
Resources							
Business Services	6,576	6,451	125	(26)	151	1.9	B
Information Services	4,164	4,154	10	0	10	0.2	G
Legal Services	3,058	3,027	31	0	31	1.0	G
Financial Services	1,892	1,832	60	0	60	3.2	B
Workforce, OD and Comms	2,522	2,570	(48)	(157)	109	(1.9)	R
Service Area Totals	169,395	174,764	(5,369)	(4,292)	(1,077)	(3.2)	
Central Activities	2,254	1,225	1,029	(1,963)	2,992	45.7	B
Total	171,649	175,989	(4,340)	(6,255)	1,915	(2.5)	
Housing Revenue Account (HRA)	0	(28)	28	0	28	0.0	G
Schools Delegated	75,354	76,025	(671)	0	(671)	(0.9)	G
Total including HRA	247,003	251,986	(4,983)	(6,255)	1,272		

Efficiency / Saving	2015/16	2016/17	2017/18	2018/19	Total to be Achieved 18/19	Total Achieved to Date	Remainder to find	Achieved
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
Environment								
Highways Transport & Recycling	0	0	270	1,923	2,194	1,003	1,190	46%
Regeneration & Economic Development	0	0	0	100	100	100	0	100%
Property, Planning & Public Protection	0	0	31	272	303	132	171	44%
Housing	0	0	0	86	86	83	2	97%
Environment	0	0	302	2,381	2,683	1,319	1,364	49%
Schools								
Schools	158	0	49	1,376	1,583	1,189	394	75%
Leisure & Recreation	0	0	0	709	709	660	49	93%
Schools	158	0	49	2,085	2,292	1,849	443	81%
Social Services								
Adult	0	0	0	1,432	1,432	1,427	5	100%
Children Services	0	1	1,101	1,197	2,298	0	2,298	0%
Social Services	0	1	1,101	2,629	3,730	1,427	2,303	38%
Chief Executives								
Workforce, OD & Comms	0	0	0	107	107	0	107	0%
Legal	0	0	0	61	61	61	0	100%
Chief Executives	0	0	0	168	168	61	107	37%
Resources								
Business Services	0	0	92	623	715	689	26	96%
Information Services	0	0	32	323	354	354	0	100%
Financial Services	0	0	0	303	303	303	0	100%
Human Resources	0	0	0	50	50	0	50	0%
Resources	0	0	124	1,299	1,422	1,347	76	95%
Corporate Activities	999	320	400	281	2,001	38	1,963	2%
Grand Total	1,157	321	1,975	8,843	12,296	6,040	6,256	49%

RESERVES BALANCES AS AT 31ST DECEMBER 2018

APPENDIX C

Summary	Opening Balance (1st April 18) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 19) Surplus/(Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,680	0	(3,072)	6,608
	9,680	0	(3,072)	6,608
Ringfenced & Specific Reserves				
Budget Management Reserve	3,584	0		3,584
Specific Reserves	2,356	130		2,486
21st Century Schools Reserve	5,524	(5,043)		481
Adult Services Reserve	2,750	(2,004)		746
Regeneration Reserve	100	0		100
HOWPS	185	(185)		0
Mid Wales Growth Fund	150	0		150
Highways Reserve	57	(57)		0
Invest to Save & Corporate Initiatives (inc JE)	5,830	(1,031)		4,799
Insurance Reserve	1,587	0		1,587
Transport & Equipment Funding Reserve	6,163	(2,082)		4,081
Sub-Total	28,286	(10,272)	0	18,014
Schools Delegated Reserves	(693)	(1,552)	(671)	(2,916)
School Loans & Other Items	(185)	7		(178)
Net School Delegated Reserves	(878)	(1,545)	(671)	(3,094)
Total Ringfenced & Specific Reserves	27,408	(11,817)	(671)	14,920
Housing Revenue Account	3,267	212	28	3,507
	3,267	212	28	3,507
Total Revenue Reserves	40,355	(11,605)	(3,715)	25,035

**CYNGOR SIR POWYS COUNTY COUNCIL.
CABINET EXECUTIVE**

12 February 2019

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

**SUBJECT: Capital Programme Update for the period to 31st December
2018**

REPORT FOR: Decision

1. Summary

- 1.1 The Capital Governance Framework identifies multiple points within a project's life cycle where decisions have to be made to progress. These decisions vary from approval of options for further analysis, to final investment decisions and change control.
- 1.2 This monthly Capital report on the status of all projects within the Capital strategy, is an integral part of the Governance Framework for Capital development works. It ensures that stakeholders are engaged in evaluation and decision-making and encourages a disciplined governance that includes approval gateways at which prudence, affordability and sustainability of projects are reviewed.
- 1.3 The Revised working budget for the 2018/19 Capital Programme, after accounting for approved virements, is £104,457 (The Original budget was £87.703m). The increase in budget is largely due to virements from previous year's programme that have lapsed into 2018/19.
- 1.4 The actual spend to the end of December is £45.532m and a further £30.089m has been committed. This leaves £28,836m or 27.6% of the budget uncommitted at the end of December. Of this £8,918m is in Highways, Transport and Recycling and £10.462m in the Housing Revenue Account.
- 1.5 Table 1 below summarises the position for each portfolio and service.

Table 1 Capital Table as at 31st December 2018

Service	Original Budget	Virements Approved	Virements Required by Cabinet	Virements Required by Council	Revised Working Budget 2018/19 as at 31 st December 2018 (after virements approved and required)	Actuals & Commitments	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	%
People								
Adult Services & Commissioning	819	502	-360	0	961	264	697	72.5%
Childrens Services	0	141	0	0	141	20	121	85.8%
Housing	1,825	1,016	0	0	2,841	1,826	1,015	35.7%
Schools and Inclusion Workforce, OD and Comms	39,367	6,112	0	-10,661	34,818	35,521	-703	-2.0%
Resources								
Business Services	0	298	0	0	298	131	167	56.0%
Information Services	1,610	947	-1,250	0	1,307	923	384	29.4%
Legal Services	0	19	0	0	19	0	19	100.0%
Financial Services	578	-509	0	0	69	0	69	100.0%
Corporate Activities	0	0	0	0	0	0	0	
Place								
Highways, Transport & Recycling	16,380	10,418	287	-4,745	22,340	13,422	8,918	39.9%
Leisure & Recreation	3,357	5,964	0	0	9,321	5,815	3,506	37.6%
Regeneration	1,125	-459	0	0	666	289	377	56.6%
Property, Planning And Public Protection	2,503	3,216	0	-700	5,019	1,215	3,804	75.8%
Total Capital	67,564	27,665	-1,323	-16,106	77,800	59,426	18,374	23.6%
Housing Revenue Account	20,139	6,518	0	0	26,657	16,195	10,462	39.2%
TOTAL	87,703	34,183	-1,323	-16,106	104,457	75,621	28,836	27.6%

1.6 The funding of the capital programme is shown in Table 2 below. It has been revised from the original budget of £87.703m to £105,015 as at 30th December 2018 to reflect virements and re-profiling of the capital programme. This matches the projected expenditure to ensure a balanced budget.

1.7 Table 2 Funding of the Capital Budget as at 31st December 2018

Revised Working Budget 2018/19 as at 31 st December 2018 (after virements approved and required)						
Capital	-13,197	-24,598	-31,714	-5,667	-2,623	-77,799
HRA	0	-17,246	-3,792	-5,085	-534	-26,657
Total	-13,197	-41,845	-35,506	-10,752	-3,157	-104,457

2. Proposal

2.1 It is recommended that Cabinet note the contents of this report and recommend all virements over £500k to the Council for approval and approve all of the other virements listed below:

2.2 Capitalisation Direction: This virement recommends using the powers given to the authority under the Local Government Act 2003 sections 16(2)(b) and 20 Treatment of Certain Costs as Capital Expenditure to create a Capitalisation Directions to use capital receipts, from the sale of land and building assets, to fund the identified costs of Service Reform and Transformation. The full details of the costs capitalised will be included in a Disclosure Note in the Statement of Accounts and will need to be approved by the Audit Committee, when approving the Statement of Accounts. The amount to be used in 2018/19 is £3.104m.

2.3 Schools 21st Century School Projects: The school projects while progressing well have slipped. The following projects will now be completed in future years and this virement recommends removing the budget from 18/19. The most up to date profile of the spend has been used in the 19/20 capital programme.

Brecon HS	-£2,393,803
Gwernyfed HS	-£5,150,733
Bro Hyddgen	-£3,116,160

2.4 Information Services: Three projects have slipped and will now be completed in 19/20. These are:

ICT Capital Strategy Funding	-£500,000
Desktop Refresh	-£390,000
Infrastructure	-£260,000

2.5 Social Care Mobile Working and Transformation: £360k of this project is going to be spent in 2019/20 rather than this financial year. This virement requests that the budget of £360k is rolled forward to 19/20.

3 Grants Received

3.1 £1,810k from Welsh Government in relation to Local Transport Fund and Active Travel: The grant has been revised from £175k to £1,985k. The increase includes £260k for active travel schemes and £1,550k for new vehicles on public transport routes.

4 Project Update

4.1 21st Century Schools: Work on the Band A phase of the 21st Century Schools programme is progressing well. The only exception is the Welshpool catchment area schools. The decision by Cadw to list the Ysgol Maesydre has had a huge impact, on both the Budget and the timelines of the project. Consequently, the Welsh Medium School has been deferred to Band B of the programme.

4.2 **Major Improvements:** The Major improvement programme has 68 schemes in 2018/19, including schemes carried forward from 2017/18. There are 4 schemes commissioned, 1 scheme cancelled, 6 schemes on hold, 4 schemes commissioned, 7 schemes at the design stage, 3 are out to tender, 15 under construction and 32 schemes have been handed over to the end user.

4.3 **Housing:** The council achieved the Welsh Housing Quality Standard (WHQS) at the 31st December, 2018. The WHQS Schemes are progressing well with a total spend of £8.7m to date which represents 63% of the budget for 2018/19 financial year. This projection is being reviewed on a monthly basis and adjusted accordingly with £2.9% currently uncommitted. The remaining HRA budget will be reviewed during the month with any virements required confirmed in the next monitoring report

4.4 **Highways, Transport and Recycling (HTR):** have a working budget of £23.4m. Total spend at the end of December, including commitment is £13.422m, representing 57% of budget. Finance are monitoring the project performance with project officers to ensure that work is progressed in line with expectation, however it is now anticipated that there will be additional slippage in the area reported next month.

5 **Capital Receipts**

5.1 The current capital receipt end of year forecast, excluding the HRA right to buy, for 2018/19 is £1.822m for Property and £3.535m for County Farms, of which £252k has been agreed subject to contract and should be received before year end. Three sales of £729k has been completed as at 31st December 2018, Land and Property sales £175k; Smallholding/Farm Sales £554k.

5.2 The suspension of the Right to Buy for the HRA for Powys came into effect on the 18th November 2017. The disposals this year relate to properties where the tenant had applied before the suspension. Five sales have been completed as at 31st December 2018 amounting to £539k.

6. **Options Considered / Available**

6.1 N/A

7 **Preferred Choice and Reasons**

7.1 N/A

8 **Impact Assessment**

8.1 Is an impact assessment required? Yes/No

9 **Corporate Improvement Plan**

9.1 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.

10 **Local Member(s)**

10.1 This report relates to all service areas across the whole County.

11 **Other Front Line Services**

11.1 This report relates to all service areas across the whole County

12 **Communications**

12.1 Have Communications seen a copy of this report? Yes/No

Have they made a comment? If Yes insert here.

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

13.1 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.

13.2 **Finance**

This monthly Capital report on the status of all projects within the Capital strategy is an integral part of the Governance Framework for Capital development works.

The virements proposed in section 2 of this report, are to align the actual works expected to be done in the current financial year to the funding required to finance such Capital works. This is a prudent approach to ensure that the Council only makes available what is required to finance the Capital expenditure. There are no exceptional financial implications to be reported at this time.

13 Scrutiny

Has this report been scrutinised? Yes / No?

14 **Data Protection**

N/A

15 **Statutory Officers**

The Head of Financial Services & Deputy Section 151 Officer notes the contents in the report.

The Deputy Monitoring Officer notes the content of the report and makes no specific comment upon the same.

16. Members' Interests

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

Recommendation:		Reason for Recommendation:	
<p>a. The contents of this report are noted by Cabinet.</p> <p>b. That Cabinet approves the virement proposed in section 2 of this report.</p>		<p>To outline the capital budget position as at 30th November 2018.</p> <p>To ensure appropriate virements, are carried out to align budgets with spending plans.</p>	
Relevant Policy (ies):			
Within Policy:	Y / N	Within Budget:	Y / N
Contact Officer: Jane Thomas Tel: 01597-826290 Email: jane.thomas@powyscc.gov.uk			

Relevant Local Member(s):	
Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	
Is a review of the impact of the decision required?	Y / N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Background Papers used to prepare Report:

CABINET REPORT TEMPLATE VERSION 6

CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE
To be emailedCABINET
12th February 2019REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Treasury Management Qtr 3 Report

REPORT FOR: Information

1. Summary

- 1.1 CIPFA's 2009 Treasury Management Bulletin suggested:
"In order to enshrine best practice it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly."

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:-

- xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

- 1.2 In line with the above, this report is providing information on the activities for the quarter ending 31st December 2018.

2. Economic Background and Forecasts

- 2.1 The economic background is attached at Appendix B.
- 2.2 The most recent forecast of interest rates by the Authority's advisor is as follows:

	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20
Bank rate	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%
5yr PWLB	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%
10yr PWLB	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLB	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%
50yr PWLB	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%

3. Treasury Management Strategy

- 3.1 The Treasury Management Strategy approved by Full Council on 8th March 2018 is at Appendix A.
- 3.2 The Authority's investment priorities in the Strategy are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

3.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.

4. Current Investments

4.1 The current investment market is difficult in respect of earning the level of interest rates commonly seen in previous years as rates are very low and in line with the 0.75% Bank Rate.

4.2 The Authority had no investments at 31st December 2018.

4.3 Higher return rates are difficult to achieve as the Authority is not in a position to invest its cash for more than a short period of time.

4.4 Redemption Penalties:
There are no current fixed investments to redeem.

4.5 Investment returns in future years:
Our advisors' current suggested earning rates for investments for budgeting purposes are as follows:-

2018/19	0.75%
2019/20	1.00%

These are based on investments for up to three months duration.

5. Credit Rating Changes

5.1 There have been no credit rating changes relevant to this Authority's position during the last quarter.

5.2 The credit rating list for end of December is attached as a separate file to this report.

6. Borrowing / Re-scheduling

6.1 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies.

6.2 The Authority's Capital Position:

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the current year's unfinanced capital expenditure and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through external borrowing or utilising temporary cash resources within the Council.

Net external borrowing (borrowings less investments) should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for the current year and next two financial years. This allows some flexibility for limited early borrowing for future years.

Original CFR Position:

	As at 31.03.18 Actual	2018/19 Original Estimate	2019/20 Original Estimate	2020/21 Original Estimate
	£M	£M	£M	£M
Capital Financing Requirement	318,036	382,916	416,618	434,710

Updated CFR position as at 31.12.18:

	As at 31.03.18 Actual	2018/19 Current Estimate	2019/20 Current Estimate	2020/21 Current Estimate
	£M	£M	£M	£M
Capital Financing Requirement	324,480	372,193	412,448	425,966

- 6.3 The Authority had outstanding long-term external debt of £251.4M at 31st March 2018. In relation to the CFR figure for 31st March 2018, this equated to the Authority being under borrowed by £73.1M. Using cash reserves as opposed to borrowing has been a prudent and cost effective approach over the last few years. However, members will be aware that internal borrowing is only a temporary situation and officers have advised that, based on capital estimates, it would be necessary for the Authority to borrow at stages over the next few years.

In line with this, £37.9M of longer-term borrowing has taken place in the current financial year with borrowing of a further £30m-£40m anticipated before financial year end.

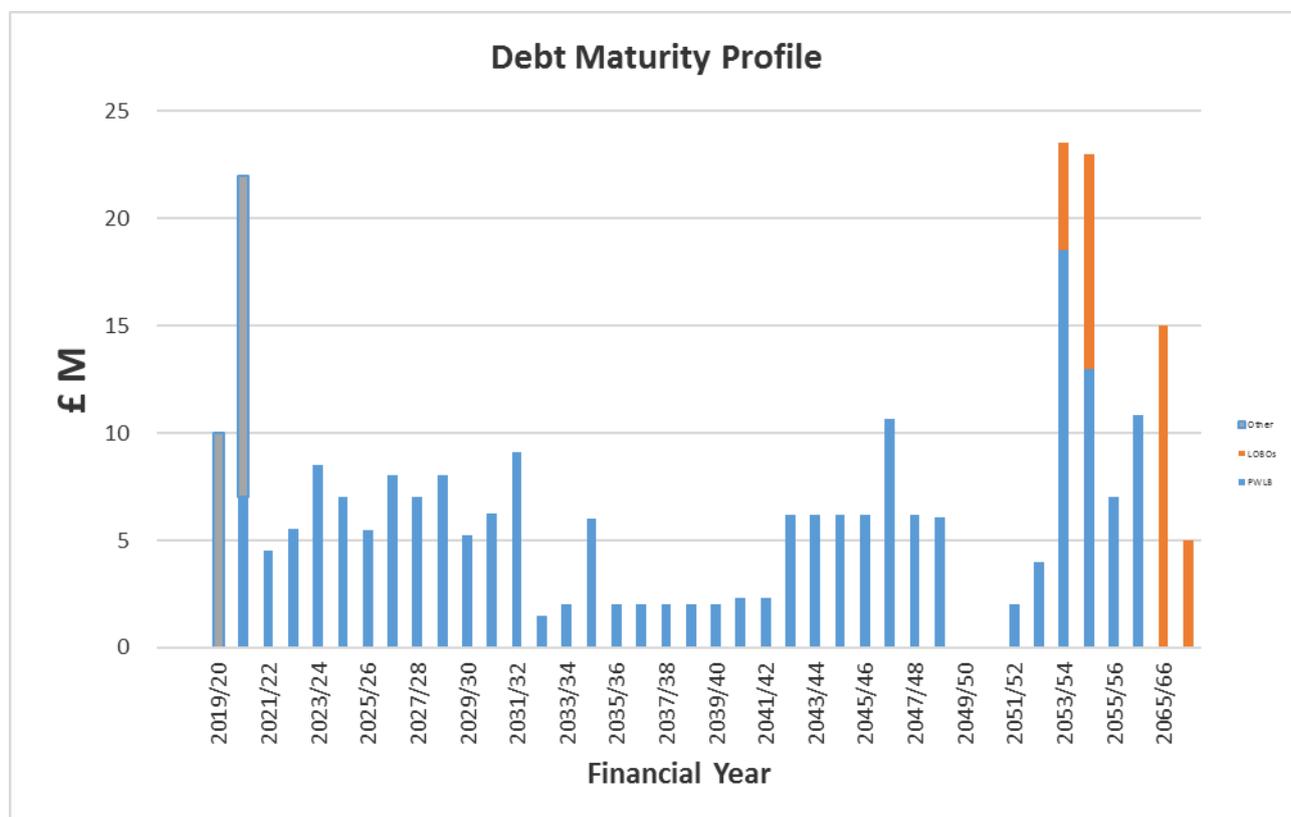
- 6.4 LOBO Loan:
Officers continue to be proactive in managing the Authority's debt portfolio. In November we were contacted by the lender of one of our LOBO loans. The lender intended to sell the loan (which is not an uncommon practice) but were offering us the opportunity to bid for it ourselves. As such, and following discussions with our advisors, we submitted a bid which was successful. Although this buy-out incurred a premium cost, it resulted in an overall revenue saving over the remaining 30 year period of the loan as the interest saved is greater than the premium cost. This was a good outcome for the Authority.

6.5 Capital Budget/Spend per efinancials:

Capital:	Approved Budget £	Working Budget £	Actual Capital Spend (not including commitments) £	%age spend
	85,725,189			
June		124,856,235	6,518,210	5.22%
Sept		126,377,477	25,547,244	20.20%
Dec		120,156,720	45,531,273	37.89%

The financing of the approved capital budget included £17.9M of Prudential borrowing in total.

6.6 Debt Maturity Profile as at 31.12.18:



6.7 PWLB Loans Rescheduling:

The Public Works Loans Board released a circular regarding rates on 20th October 2010. As a result of this, rates immediately increased by 0.87-0.88 basis points across the board. The overall impact of this circular was that it is far more difficult for authorities to reschedule debt. PWLB interest rates in the last quarter have not been conducive towards any rescheduling.

7. Prudential Indicators

7.1 All TM Prudential Indicators were complied with in the quarter ending 31st December 2018.

8. VAT

8.1 The Technical Section of Finance act as the authority's VAT section. VAT can pose a risk to the authority hence the TM has been asked to include VAT information in these quarterly reports.

8.2 The monthly VAT returns were submitted within the required deadlines during the quarter ending 31st December 2018.

8.3 Key Performance Indicators:

The VAT KPI's for 2018/19 are attached at Appendix C.

Proposal

It is proposed that the Treasury Management quarterly report is received.

Statutory Officers

The Head of Financial Services (acting s151 officer) notes the content of the report and supports the recommendation.

The Solicitor to the Council (Monitoring Officer) has made the following comment: "I have nothing to add to the report".

Future Status of the Report

Not applicable

Recommendation:		Reason for Recommendation:	
That the Treasury Management Quarterly Report be received		To ensure Cabinet remains informed about current Treasury Management performance	
Relevant Policy (ies):		Treasury Management Policy	
Within Policy:	Y	Within Budget:	N/A
Person(s) To Implement Decision:		N/A	
Date By When Decision To Be Implemented:		N/A	
Contact Officer Name:	Tel:	Fax:	Email:
Ann Owen	01597 826327	01597 826290	ann.owen@powys.gov.uk

Background Papers used to prepare Report:

CIPFA Code of Practice on Treasury Management and Cross Sectoral Guidance Notes
Treasury Management Policy Statement
Advisors' Information
WAG Guidance on Local Government Investments 2010
PWLB circulars

Appendix A:

Approved Treasury Management Strategy 2018/19:

7.5 "High" credit quality:

- 7.5.1 It is proposed that the Authority continue with the following in respect of defining a "high" credit quality. If a rating is not available from any of the rating agencies then the available ratings will be used. Members will note that this proposal excludes investments with some banks off the advisors' suggested list:-

Long Term Ratings (in respect of long-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA-	Aa3	AA-

Short Term Ratings (in respect of short-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
F1+	N/A	A-1+
F1	P-1	A-1

7.6 Country limits:

- 7.6.1 It is proposed that the Authority will use approved counterparties from the UK and approved counterparties from other countries with the following sovereign credit ratings:-

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA

Country	Maximum Investment per Country	Credit Rating/Other Assessment of Risk
AAA countries	£20M (held in call accounts)	As per rating list
UK	No Maximum Investment	As per rating list

7.7 Group/Institutions - Counterparty Criteria/Limits:

Specified Investments:

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	20 (a maximum £10M to be held in fixed term investments)	Up to 364 days	As per Link's matrices and the Authority's definition of a high credit rating
Foreign Banks	5	Up to 364 days	As per Link's matrices and the Authority's definition of a high credit rating
Other Local Authorities	25	Up to 364 days	N/A

Non-Specified Investments:

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	10 (£5M limit with any one institution)	Up to 2 years	As per Link's matrices and the Authority's definition of a high credit rating
Foreign Banks	2	Up to 2 years	As per Link's matrices and the Authority's definition of a high credit rating
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A
<i>Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.</i>			

Appendix B

Economic Background

UK

December began with the Markit/CIPS Manufacturing Purchasing Managers Index (PMI) rising to 53.1 from 51.1 which had been the weakest since the referendum. On a positive note, the Construction PMI reading rose to a 4 month high of 53.4 spurred by house-building and commercial work. This confounded the consensus forecast of a fall to 52.5. The UK's dominant service sector's PMI experienced a shock slide and dropped to 50.4, the weakest since the 2016 Brexit vote and below all forecasts. Being the dominant sector, services dragged the Composite PMI figure down to 50.8 meaning overall activity was only just about maintaining growth.

GDP growth was unchanged at 1.5% year on year, with the month on month figure rising slightly to 0.1%, but both were below the forecasted increases. Alongside this, the GDP 3-month average growth to October dropped from 0.6% to 0.4%, emphasising that the impact of the positive Summer, which had been supported by good weather and one-off factors such as the World Cup, was now fading. Elsewhere, data shows that the UK's trade deficit rose above forecasts to £3.3bn in October, with the goods trade deficit also rising to £11.87bn.

Unemployment remained constant at 4.1% in the three months to October. With unemployment close to its lowest level since the 1970s, employers have begun to raise pay for staff more quickly. Average weekly earnings including bonuses rose by 3.3% on the year, the biggest rise since the three months to July 2008. This is the same figure recorded as the total earnings (excluding bonuses) for the three months to October. This allowed "real wages", which discounts the impact of inflation, to continue to grow as inflation fell to 2.3% year on year.

British retail sales surged by much more than expected in November, with the month on month figure coming in at 1.2%, up from the previous figure of -0.4%. The year on year figure came in at 3.6%, up from the previous figure of 2.4%. However, the Confederation of British Industry (CBI) data from the month was less bright. Mortgage approvals improved with the first year-on-year rise since September 2017 but the GfK consumer confidence reading fell from -13 to -14.

The UK recorded a lower than expected budget deficit in November. It fell to £7.2bn and for the first 8 months of the financial year, it stands at just under £33bn (30% lower than the same point in 2017). This is the lowest November borrowing for 14 years. Tax revenues remained strong but the government spent more than it received in tax and other income. National debt as a percentage of GDP stood at 83.9%, or £1.8 trillion.

In the US, the Nonfarm Payroll figure rose by 155,000, below the estimate of 200,000 and the previous downwardly revised 237,000. The final estimate of Q3 GDP was 3.4% trimmed slightly from the previous estimate of 3.5% but still above the economic growth potential of 2%. The Federal Reserve went on to raise the Federal Funds Rate to 2.25-2.5%, continuing the tightening cycle.

In the Eurozone, the European Central Bank (ECB) chose to continue to keep interest rates at 0% but the meeting spelt the end of its bond-buying programme as first announced in June. PMI figures improved from the previous month, but the final estimate

of Q3 GDP came in at 0.2% q/q and 1.6% y/y, both decreases from Q2's figures. Unemployment in the bloc remained at 8.1% in October 2018.

VAT - Key Performance Indicators:

Creditor Invoices

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	%age of creditor invoices checked requiring "proper" document for VAT recovery
Apr-18	130	17	13.08%
May-18	108	5	4.63%
Jun-18	169	11	6.51%
Jul-18	222	11	4.95%
Aug-18	220	18	8.18%
Sep-18	220	11	5.00%
Oct-18	273	8	2.93%
Nov-18			

Cash Receipting Entries

VAT return for	No of cash receipting entries checked by formula per the ledger account code used	No of cash receipting entries needing follow up check	%age of cash receipting entries needing follow up check
Apr-18	907	15	1.65%
May-18	810	8	0.99%
Jun-18	848	6	0.71%
Jul-19	499	10	2.00%
Aug-18	882	34	3.85%
Sep-18	529	5	0.95%
Oct-18	524	5	0.95%
Nov-18			

Debtor Invoices

VAT return for	No of Debtor invoices checked (value >£5k)	No of checked debtor invoices with incorrect VAT code used	%age of debtor invoices with incorrect VAT code
Apr-18	38	7	18.42%
May-18	50	4	8.00%
Jun-18	40	8	20.00%
Jul-19	57	11	19.30%
Aug-18	72	11	15.28%
Sep-18	64	5	7.81%
Oct-18	98	26	26.53%
Nov-18			

Purchase Cards

VAT return for	No of transactions for previous month for which paperwork requested for checking	No of Amazon invoices included in check	Resolvable errors discovered	No of transactions for which no response received within timescale	Value of VAT potentially claimable but recharged to budget due to non-response	No of transactions where VAT claimed incorrectly	%age of transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-18	260	13	12	6	£1,395.07	6	2.36%	£674.06
May-18	240	10	20	11	£1,127.77	15	6.55%	£563.64
Jun-18	440	15	14	9	£2,055.92	11	2.55%	£596.35
Jul-18	190	8	15	11	£2,003.66	8	4.47%	£300.39
Aug-18	107	4	5	5	£575.32	2	1.96%	£18.16
Sep-18	231	20	46	26	£3,664.29	25	12.20%	£1,936.26
Oct-18	251	18	22	18	£1,942.88	19	8.15%	£762.99
Nov-18								

Voluntary Declarations

Per HMRC regulations, any vat errors discovered can be adjusted in the current VAT account if they are:

- below the reporting threshold (>£10,000 or up to 1% of the VAT return Box 6 figure up to a maximum of £50,000)
- not deliberate
- for an accounting period that ended less than 4 years ago.

Any errors that do not meet these conditions have to be reported to HM Revenue and Customs and are referred to as voluntary declarations.

There are no voluntary declarations to date in 2018/19. However, Finance are currently looking at 2 areas where there appears to be incorrect vat accounting.

Chargebacks to service areas

As a result of the monthly Creditor invoice checking, Treasury Management produce a list of Creditor payments for which a “proper” vat document has not been received. Any VAT amounts on these invoices are held in the vat account and are not claimed until such time as a valid invoice is received. The relevant budget holder is emailed the details and asked to source a correct document. Failure to do this results in the relevant budget being charged with the vat amount that cannot be reclaimed due to the lack of a proper document.

Further to the above, the upload of appropriate documents to the Barclaycard purchase card system to enable vat recovery was made mandatory in September 2017 as a result of the lack of response from service areas/establishments to provide documents when

requested. Where no document has been uploaded, any VAT amount input against the transaction is charged to the service area as there is no evidence to support the vat recovery.

The total amount charged back to service areas in 2018/19 to date is £78,695.37. The breakdown of this is as follows:-

Reason	£
Not a tax invoice	14,822.52
Not a tax invoice – no response from service area	8,899.59
PCC not the named customer	14,900.24
No VAT registration number on invoice	93.20
No invoice uploaded to Barclaycard system	24,419.31
Invoices uploaded do not match the payment	1,011.71
No evidence supplied to enable vat recovery	6,397.07
Foreign VAT (not recoverable)	335.94
No VAT amount on invoice in first place	5,147.45
Supplier not vat registered	111.97
Supply not to PCC	1,054.29
Overaccounting for VAT	1,502.08

Of the above £70,543.64 was potentially recoverable. The majority of these errors are in respect of purchase card transactions. 36% of these errors were schools and 24% social care (including invoices for legal fees).

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE
12 February 2019**

REPORT AUTHOR: County Councillor Rachel Powell
Portfolio Holder for Young People & Culture

SUBJECT: Welsh Public Library Standards report for 2017/18

REPORT FOR: Information

1. Summary

- 1.1 The purpose of the report is to receive and give consideration to the Annual Report from the Welsh Government on the Library Service, for the year 2017-18, as required under the Welsh Public Library Standards (6th Framework).
- 1.2 The Welsh Government has a supervisory and monitoring role in relation to the 22 Library Authorities in Wales.
- 1.3 Welsh Public Library Standards (WPLS) were first developed in 2002. The period 2017-18 is covered by a sixth performance framework, "Connected and Ambitious Libraries". Under this framework, the Authority's performance was measured against a revised set of 12 Core entitlements and 16 key Performance Indicators, which includes impact and outcome measures, in order to demonstrate the wide range of benefits that result from public library use, such as improvements to people's literacy skills, digital skills and health and wellbeing.
- 1.4 The Standards are intended to help define the responsibilities of library authorities in providing a "comprehensive and efficient" service under the Public Libraries and Museums Act 1964. The performance framework aims to:
- enable the Minister for Culture and Sport to fulfil the statutory requirements of the 1964 Act in respect of superintending the provision of a 'comprehensive and efficient' library service by local authorities;
 - provide a robust assessment of the performance of library services;
 - have clear links to the Welsh Government's agenda, to ensure credibility across local government in Wales;
 - incorporate outcome measures to show the benefits of using libraries;

- act as a driver for improvements to library services and local communities

1.5.1 For the year 2017-18, Powys Library Service met 11 of the 12 core entitlements in full, and partially achieved the 12th.

The framework has 16 quality indicators, of which 10 have measurable targets; for those with targets, Powys met 5 in full, 1 in part, and failed to meet four.

The key performance indicators of library visits per thousand population (actual and virtual) continue to be above the Welsh median, proving benefit to Powys citizens. The full report is attached at Appendix A.

2. **Proposal**

2.1 It is proposed that the outcomes in the Welsh Public Library Standards Annual Report from Welsh Government on Powys Library Service 2017-18 are duly noted and considered in forward planning, so that the library service strives to maintain performance at this level, and seeks to address as far as possible the areas which do not currently meet Welsh Government's standard.

3. **Options Considered / Available**

3.1 The Authority is obliged to comply with the reporting requirements of the Welsh Public Library Standards, and to pay due regard to concerns raised in the Welsh Government's Annual Report 2017-18 in forward planning of service delivery amidst budgetary constraints.

4. **Preferred Choice and Reasons**

4.1 To note the contents of the Welsh Public Library Standards report in order to inform forward planning of the Library Service and to aid compliance with the Welsh Public Library Standards in the future.

5. **Impact Assessment**

- 5.1 Is an impact assessment required? No
- 5.2 If yes is it attached? N/A

6. Corporate Improvement Plan

- 6.1 The library service continues to offer valued support to residents and communities through provision of literacy, learning and skills development, digital connectivity and citizenship opportunities in a safe trusted environment, where residents can get help from trained, friendly and knowledgeable library staff.
- 6.2 Through providing a free service at the point of delivery, the library service contributes to the poverty agenda and an equality of access, and boosts mental health and overall wellbeing through social interactions, provision of information and resources, and support.
- 6.3 Community partnerships which have enabled a sustainable future for branch libraries have ensured that these beneficial outcomes have not been lost in any areas, and that the service continues to contribute strongly to corporate objectives and efficiency targets.
- 6.4 During 2017/18, the following co-locations and partnerships were achieved in order to support corporate priorities, community needs and budgetary efficiency targets:
- Builth Library – colocated at Antur Gwy, March 2017
 - Crickhowell Library – further development of partnership with Crickhowell High School
 - Hay Library – preparations for co-location at Hay Primary School (achieved June 2018)
 - Knighton Library – colocated with Knighton and District Community Centre December 2017, forming a strong community wellbeing hub model
 - Llandrindod Library at The Gwalia – extension of opening hours Oct 2017
 - Llanfair Caereinion Library – agreement with Llanfair Town Council and development of volunteer roles
 - Llanfyllin Library – agreement concluded with North Montgomeryshire CIC (cluster of 12 local town and community councils); partnership working with Community Connector, Arts Connection and other PCC and 3rd sector providers delivering strong community and wellbeing outcomes
 - Llanidloes library – colocated with museum in Town Hall, in agreement with Llanidloes Town Council
 - Llanwrtyd Library – development of volunteer roles, working with PAVO and Town Council
 - Presteigne library – agreement with Presteigne and Norton Town Council, development of volunteer roles
 - Talgarth Library – co-location at Ysgol y Mynydd Ddu achieved February 2018

- 6.5 Migration to the Wales Library Management System was achieved during 2017/18, with significant financial benefit to the authority through cross-Wales co-operation and consortia working.

7. **Local Member(s)**

- 7.1 Not applicable.

8. **Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

If so please provide their comments:

- 8.1 Customer Services: The Library Service provides front-line support to customers for many services within the authority, with 41,000 enquires and transactions taken during 2017/18. Libraries are an invaluable resource for many Customers accessing council services through telephony and web-site as well as verifying and scanning documents to support applications and taking payments, whilst staff can spend significant amounts of time contacting other departments on behalf of council customers who are unable to proceed unaided due to for example language barriers and disabilities.

9. **Communications**

Have Communications seen a copy of this report? Yes/No

Have they made a comment? If Yes insert here.

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

- 10.1 The Professional Lead-Legal notes the compliance obligations that the Library Service has to follow and has no comment to make concerning this report
- 10.2 Finance - the contents of the Welsh Public Library Standards report are noted and need to be reflected in order to inform forward planning of the Library Service and aid compliance with the Welsh Public Library Standards going forward.
- 10.3 Corporate Property (if appropriate)
- 10.4 HR (if appropriate)

10.5 ICT (if appropriate)

11. Scrutiny

Has this report been scrutinised? Yes

If Yes what version or date of report has been scrutinised? Version 1

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

11.1 Outcomes from the minutes of the Learning Skills & Economy Scrutiny committee:

- That the Library Service impress upon Welsh Government:
 - the challenges experienced in a sparsely populated rural authority in meeting some of the quality indicators
 - that given the low incidence of individuals with special requirements it is difficult to monitor this indicator without introducing a degree of stigma upon those individuals as the only way to run such events in areas of sparse population is to advertise them as an inclusive event.
- That attention is focussed on those measures that were adversely affected by the move during 2017/18 to the Library Management System (acquisitions, supply of requests and Welsh medium resources) during this period.
- Scrutiny are aware that the service are reviewing library service provision at present and Members will be briefed on any proposals in the near future.

11.2 The service notes and will act upon the recommendations of the Learning Skills and Economy Scrutiny Committee.

12. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

13. Statutory Officers

The views of both the Strategic Director Resources (Section 151 Officer) and the Monitoring Officer will be reported at the meeting.

14. Members' Interests

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

Recommendation:	Reason for Recommendation:
That the outcomes in the Welsh Public Library Standards Annual Report from Welsh Government on Powys Library Service 2017/18 are duly noted and considered in forward planning.	In order that Powys Library Service continues to provide a quality service to residents, maintains and improves its performance under the 6 th Framework of Welsh Public Library Standards, and seeks to address as far as possible those areas which do not currently meet Welsh Government's standard.

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

Relevant Local Member(s):	N/A
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Person(s) To Implement Decision:	Kay Thomas
Date By When Decision To Be Implemented:	With immediate effect

Is a review of the impact of the decision required?	N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer: Kay Thomas Tel: 01597 826864 Email: kay.thomas@powys.gov.uk
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Background Papers used to prepare Report:

“Connected and ambitious libraries”; the 6th quality framework of Welsh Public Library Standards 2017-2020 (included at Appendix B)

Appendices:

Appendix A: Powys Library Service; annual report from Welsh Government 2017-18

Welsh Public Library Standards 2017-2020: Powys

Annual Assessment Report 2017-18

This report has been prepared based on information provided in Powys' annual return, case studies and narrative report submitted to the Museums, Archives and Libraries Division of the Welsh Government.

1 Executive summary

Powys met 11 of the 12 core entitlements in full, and partially met 1.

Of the 10 quality indicators which have targets, Powys achieved 5 in full, 1 in part and failed to achieve 4.

The geographical extent of the county, serving a dispersed population across a largely rural landscape, presents unique issues for Powys library service. The continued emphasis on front-line delivery, which has seen opening hours extended, and good support for professional staffing are to be commended, and the service is making effective use of partnerships and volunteers to maintain and develop its offer to its communities. There are however a number of areas of decline evident in Powys' performance in 2017-18, with falling usage figures, reductions in acquisitions, and a drop in both take-up and supply of requests for specific items. Preparations to migrate to the all-Wales Library Management System may well have been influential on three of these indicators, and some improvement may therefore be anticipated in the second year of the framework. At the same time, there are indications that budgets may reduce in the coming years, with the potential to impact further on service investment and performance.

- All service points provide a full range of support for individual development, and for health and well-being. Powys submitted a range of case studies demonstrating the beneficial impact of the service.
- Attendance at pre-arranged training sessions had reduced significantly, with the average per capita now one of the lowest in Wales.
- Attendance at events and activities has also declined, and the need to target resources to support communities more generally, means that Powys provides activities / events for those with special requirements at less than half its libraries.
- There has been a general decline in usage, with visitor numbers, book issues and numbers of active borrowers all lower than in 2016-17. Electronic resources are however well used, with average downloads per capita the third highest in Wales.
- Expenditure on resources is proportionally among the lowest in Wales, and neither of the acquisitions targets have been met in 2017-18. Performance in relation to supply of requests has also declined, reflecting in part preparations for migration to the all-Wales LMS.
- Staffing levels have fallen in 2017-18, and overall staffing target is not achieved; Powys is one of the few authorities to continue to meet the requirements for levels of qualified staff.
- Aggregate opening hours have increased, with the average per capita now the second highest in Wales, reflecting the service's strong support for front-line delivery.

2 Performance against the standards

The standards framework comprises of core entitlements, quality indicators with targets, quality indicators with benchmarks and impact measures. Section 2 summarises achievements against these areas. A narrative assessment of the authority's performance is provided in Section 3.

2.1 Core entitlements

Powys is meeting 11 of the 12 core entitlements in full, and partially meeting one, CE6, where charges are made for inter-library loans from other authorities in Wales. It is noted that this reflects the costs involved in obtaining such items, with no regional ILL scheme covering Powys. The service is now a member of the all-Wales LMS, which facilitates catalogue sharing, and places a strong emphasis on service promotion. An annual marketing plan is in place, with effective use made of social media / local news websites.

2.2 Quality indicators with targets

There are 16 quality indicators (QIs), of which ten have constituent targets. Of these, Powys is achieving 5 in full, one in part and is failing to achieve 4 of the indicators.

Quality Indicator	Met?
QI 3 Support for individual development:	Met in full
a) ICT support	✓
b) Information literacy and skills training	✓
c) E-government support	✓
d) Reader development	✓
QI 4 (a) Support for health and well-being	Met in full
i) Book Prescription Wales scheme	✓
ii) Better with Books scheme	✓
iii) Designated health & well-being collection	✓
iv) Information about healthy lifestyles and behaviours	✓
v) Signposting to health & well-being services	✓
QI 6 all static service points offer events/activities for users with special requirements	x Not met
QI 7 Location of service points	✓ Met in full
QI 9 Up-to-date and appropriate reading material	Not met
Acquisitions per capita	x
or Materials spend per capita	x
QI 10 Welsh Language Resources	Not met
% of material budget spent on Welsh	x
or Spend on Welsh per capita	x
QI 11 Online access:	Met in full
a) i) Public access to Internet	✓
ii) Wi-Fi provision	✓
QI 12 Supply of requests	Not met
a) % of requests satisfied within 7 days	x
b) % of requests satisfied within 15 days	x

Quality Indicator	Met?
QI 13 Staffing levels and qualifications:	Partially met
i) Staff per capita	x
ii) Qualified staff per capita	✓
iii) Head of service qualification/training	✓
iv) CPD percentage	✓
QI 16 Opening hours per capita	✓ Met in full

There is a slight change on the last year of the fifth framework, with the target for the proportion of the materials budget allocated to Welsh language resources no longer achieved.

2.3 Impact measures

The framework includes three indicators aimed at assessing the impact of library use on people's lives. These indicators do not have targets, and authorities are only required to carry out user surveys for QI 1 once over the three-year period of the framework. The summary figures (lowest, median and highest) are therefore based on those authorities indicating they completed their user survey during this first year of the framework. Rankings reflect the numbers of respondents, where 1 is the highest scoring authority.

Powys indicated their user surveys will be carried out during autumn 2018 (adult) and autumn 2019 (children). The service was also unable to report figures for user evaluation of its training offer, due to staff capacity and the number of events run by external partners.

Performance indicator	Rank	Lowest	Median	Highest
QI 1 Making a difference				
b) % of young people who think that the library helps them learn and find things out:	n/a	73%	94%	97%
e) % of adults who think that the library has made a difference to their lives:	n/a	38%	90%	95%
QI 5 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	n/a	75%	98%	100%

Authorities are also asked to provide up to four case studies describing the impact which the library service has had on an individual or on a group of individuals during the year. Powys provided a range of such case studies although in some instances stronger evidence could have been provided of the impact of these activities on participants:

- The Learning Offer – highlighting library service benefits for students and researchers, noting how the Access to Research online resource is particularly well used.
- The Digital Offer – demonstrating how the service is encouraging new skills and ways of working, with regular coding sessions at Brecon Library, and a specific 'Girls Who Code' event designed to increase the number of girls participating.
- The Health Offer – providing and showcasing well-being opportunities, working in partnership with other groups (PAVO, Powys Dyslexia Support Group), and through the development of its own 'Wellness' collections.
- The Cultural / Reading Offer – highlighting the benefits of the Bookstart promotion, as part of the Baby's First Shapes pilot scheme.

2.4 Quality indicators and benchmarks

The remaining indicators do not have targets, but allow services to monitor and benchmark their performance over time, in comparison with other authorities. The following table summarises Powys' position for 2017-18. Ranks are included out of 22, where 1 is the highest, and 22 the lowest scoring authority, unless stated otherwise. Indicators where fewer than 22 authorities supplied data are those where relevant data was not available to some authorities. Where possible, figures from the last year of the fifth framework have also been included for comparison; however, in some cases a change in definition or the introduction of additional measures makes comparisons impractical. Indicators 'per capita' are calculated per 1,000 population unless otherwise noted.

Performance indicator	Rank	Lowest	Median	Highest	2016/17	
QI 1 Making a difference						
a) % of adults who think that using the library has helped them develop new skills:	n/a	24%	83%	94%	76%	
c) health and well-being	n/a	33%	65%	95%	69%	
d) enjoyable, safe and inclusive	n/a	90%	98%	100%	99%	
QI 2 Customer satisfaction						
a) 'very good' or 'good' choice of books	n/a	88%	91%	98%	74%	
b) 'very good' or 'good' customer care	n/a	93%	99%	100%	90%	
c) 'very good' or 'good' IT facilities	n/a	74%	86%	94%		
d) 'very good' or 'good' overall;	n/a	93%	97%	99%	95%	
e) users aged 16 & under rating out of ten	n/a	8.5	9.1	9.2	8.8	
QI 5 User training						
a) attendances per capita	11	21/22	10	32	238	34
c) informal training per capita	98	18/22	15	199	473	98
QI 6 attendances at events per capita	97	20/22	82	228	684	122
QI 8 Library use						
a) visits per capita	4,065	11/22	2,501	4,047	7,014	4,316
b) virtual visits per capita	1,346	4/22	243	866	2,211	1,410
c) active borrowers per capita	147	14/22	100	154	229	157
QI 10 Welsh issues per capita*	78	9/22	4	68	663	
QI 11 Online access						
b) Computers per capita^	9	14/22	5	9	14	10
c) % of available time used by the public	19%	20/22	14%	27%	67%	32%
QI 13 Staffing levels and qualifications						
(v) a) total volunteers	113	3/21	3	31	196	78
b) total volunteer hours	2,490	5/21	40	1,346	11,939	438
QI 14 Operational expenditure						
a) total expenditure per capita	£15,749	4/21	£7,047	£11,915	£17,771	£14,817
b) % on staff,	49%	18/21	44%	63%	75%	54%
% on information resources	8%	19/21	4%	13%	25%	8%
% on equipment and buildings	5%	8/21	0%	4%	20%	8%
% on other operational costs;	37%	1/21	0%	18%	37%	29%
c) capital expenditure per capita	£699	7/20	£0	£338	£17,432	£341

QI 15 Net cost per visit	£1.52	15/21	£1.24	£1.82	£2.41	£2.44
QI 16 Opening hours [#]						
(iii) a) % hours unplanned closure of static service points	0.61%	18/21	0.00%	0.02%	1.28%	0.00%
b) % mobile stops / home deliveries missed	4.79%	19/20	0.00%	0.35%	11.24%	0.13%

* per Welsh speaking resident population

[^]per 10,000 resident population

[#] Rankings here have been reversed, so that 1 is the lowest scoring (best performing) authority.

3 Analysis of performance

The core entitlements and quality indicators can be divided into four key areas. This section of the report outlines performance under these areas, and compares this performance (where applicable) with the final year of the fifth framework (2016-17).

3.1 Meeting customer needs (QI 1-5)

Powys has yet to conduct its user surveys; it is noted that these are due to be carried out in autumn 2018 and 2019. All static service points provide full support for individual development, and good support for health and well-being, with targets here both achieved. Attendance at formal training sessions has however reduced significantly, with the average per capita now one of the lowest in Wales, although the numbers helped by means of informal training is broadly similar to 2016-17.

3.2 Access and use (QI 6-8)

Powys continues to meet the target for easy access to service points, with 16 libraries open 10+ hours per week, serving a dispersed population over a large rural area. Powys is however one of only three library authorities not providing events / activities for users with special requirements in all its libraries; a reflection of the need to target support at communities more generally. Attendance at events and activities has also decreased significantly, with average attendance figures among the lowest per capita in Wales. Visits to library premises, virtual visits, book issues, and numbers of active borrowers have also declined, although adult borrowing levels (including Welsh language loans) remain comparatively high. In contrast, library membership has increased, and electronic resources are well used, with average downloads per capita the third highest in Wales.

3.3 Facilities and services (QI 9-12)

Although the materials budget increased in 2017-18, Powys' spend, as a proportion of its overall revenue budget is, at 8%, still among the lowest in Wales, and neither of the acquisitions targets are met as a result. The impact of the transition to the all-Wales LMS may have been a contributory factor here, as stock purchase had to be halted for a period to allow for migration to the new system. Expenditure on Welsh language materials has also fallen below the 4% threshold and this target is no longer met. Spending on resources for children has however broadly been maintained, reflecting service priorities in this area. PC provision has fallen slightly, and usage levels continue to fall, in common with many other authorities, with the increasing use of Wi-Fi facilities. There has been a notable drop (by over 40%) in the number of requests made for specific items during the year, and performance in fulfilling these requests has also decreased to a level where QI 12 is not met. In part this is attributed to the transfer to the all-Wales LMS, which affected purchase of in demand titles for a period of two months.

3.4 Expertise and capacity (QI 13-16)

Overall staff levels have fallen further in 2017-18, and the staffing target is not achieved, although Powys continues to meet the stipulated target for qualified staff, one of only seven authorities to do so. Qualified leadership is in place, and the service still meets the requirements for staff training / development, if at a slightly lower level. Both numbers of volunteers, and the volunteer contribution to the service have increased markedly; the authority notes its increased reliance on volunteers as staffing levels have reduced, and how their contribution enables the service to deliver more for its communities.

Total revenue expenditure on the service has increased on 2016-17 and is now the fourth highest in Wales, although the majority of the increase relates to operational costs other than staffing and materials. Aggregate opening hours have also increased, with the average per capita now the second highest in Wales. This reflects both the introduction of unstaffed opening hours (utilising volunteers) at three smaller libraries, and an extension to the opening hours at Llandrindod Library.

4 Strategic context

As part of the return authorities are asked to report on how the library service is contributing to wider Welsh Government priorities and strategic goals. Powys reports on its contribution to the Welsh Government's cross-cutting strategies: Prosperous and Secure, contributing to the poverty agenda through the provision of local access to a range of free services; Healthy and Active, working in partnership with other organisations, and through Book Prescription Wales; Ambitious and Learning, providing a wealth of learning opportunities; and United and Connected, providing services to all through its network of libraries and mobile library service.

5 Future direction

Reporting on the authority's future direction and plans for the library service over the following year, Powys highlighted the challenging financial environment in which it operates, with the possibilities that further budget cuts will be required over the next five years. In response, the service is working hard to explore all avenues for joint working, including multi-agency use of library facilities, building on the success of work in 2017/18 with Community Connectors, and the Cambrian Credit Union. New income streams are also being explored, with support from the Carnegie Library Lab project.

6 Conclusion

The geographical extent of the county, serving a dispersed population across a largely rural landscape, presents unique issues for Powys library service. The continued emphasis on front-line delivery, which has seen opening hours extended, and good support for professional staffing are to be commended, and the service is making effective use of partnerships and volunteers to maintain and develop its offer to its communities. There are however a number of areas of decline evident in Powys' performance in 2017-18, with falling usage figures, reductions in acquisitions, and a drop in both take-up and supply of requests for specific items. Preparations to migrate to the all-Wales Library Management System may well have been influential on three of these indicators, and some improvement may therefore be anticipated in the second year of the framework. At the same time, there are indications that budgets may reduce in the coming years, with the potential to impact further on service investment and performance.



Llywodraeth Cymru
Welsh Government

Connected and Ambitious Libraries:

The sixth quality framework of Welsh Public Library Standards 2017-2020

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Foreword

Public libraries connect people, information and culture. The Welsh Government and local authorities have an established record of working well together to achieve ambitious goals for our library services. I am delighted to be working collaboratively with local authorities on a new framework of Welsh Public Library Standards, to ensure that we continue to provide the citizens of Wales with high quality public library services.

As library users know, libraries provide everyone with a wealth of information, resources, activities and cultural opportunities. They are places of ambition and learning where people can gain new skills, leading to job success and prosperity; they encourage people to be active and healthy through a range of health information services and partnerships; and they connect and unite people, not only with each other and local communities, but also with culture and the world beyond Wales. They also make a valuable contribution to the seven goals of the Well-being of Future Generations Act.

All parts of the public sector are facing considerable financial pressure, including public library services. The expectations of citizens, for a high quality library service, need to be balanced with what is practical and possible to deliver, alongside the statutory requirement to provide a “comprehensive and efficient” service as specified in the Public Libraries and Museums Act 1964.

The Welsh Public Library Standards framework provides a mechanism to enable service providers to plan their provision, and for the public to know what they can expect from their library service. The framework also enables me to assess provision and performance of Welsh public library services as part of my statutory duty under the Public Libraries and Museums Act 1964.

I am pleased that this new framework increases the emphasis on outcome and impact measures to help identify the wider benefits of using the library service. In conjunction with promoting the Standards to make our library services as sustainable and efficient as possible, further consideration will also be given to the regional consortia model which was outlined in the Expert Review of Public Libraries and the Scoping a New Future for Welsh Public Libraries report.

I welcome this new framework of the Standards and the opportunities that it provides to continue the positive partnership between the Welsh Government and local authorities to continue to deliver an outstanding connected and ambitious public library service in Wales.

Ken Skates, AM

Cabinet Secretary for
Economy and Infrastructure



1. Introduction

“Freedom, Prosperity and the Development of society and individuals are fundamental human values. They will only be attained through the ability of well-informed citizens to exercise their democratic rights and to play an active role in society. Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information.

“The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.”¹

1.1. The benefits of using public libraries

Library service engagement with individuals and with the wider community drives benefits in many of the Welsh Government’s priority areas such as prosperity, resilience, equality, cohesive communities, culture, learning and health and well being. How the library interacts with its stakeholders – chiefly the users (and potential users) of the service – is key to the provision of a quality service. User perceptions of the services available derive from their experiences.

Libraries which engage appropriately with their customers will provide the maximum benefits both for individuals and the community. As well as providing training and learning support for individuals, libraries contribute to society in other ways, such as providing access to computers and e-government for digitally excluded members of the community.

The public library has a key role in social inclusion. It may be the only place in the community where users can spend time in a safe and neutral environment. Supporting job-seekers in their search for work contributes to the local – and

national – economy. By providing specialist facilities and services for those in the community who might have special needs, libraries contribute to health and well-being. Such benefits will only be achieved if the library provides equality of access for all. Much information is now more easily accessible online – indeed, some is only available online – and libraries are uniquely positioned to facilitate access to resources which may be too costly for individuals (e.g. the cost of the basic hardware, Internet access or the resource subscription).

Libraries play a key role in providing information, promoting knowledge and developing skills for people of all ages and all walks of life. From children's first steps in listening to stories and learning to read, to providing quiet spaces for study, and supporting older people in using new technologies, libraries contribute to the delivery of literacy targets, information literacy and digital inclusion.

Good libraries play an important part in shaping people's views of local government. In order to deliver quality,



sustainable services to the public, libraries need active leadership and a programme for development enabling them to respond in a timely way to the changing information and cultural needs of their local communities. Staff must have the skills, knowledge and confidence to deliver services and meet customer needs, demonstrated by appropriate professional qualifications. Libraries have the opportunity to contribute to a range of wider local and national government agendas, but this will only happen if the library is pro-active in promoting its role, based on a strong vision linked to those agendas.



1.2. What this means for the people of Wales

The sixth framework of Welsh public library standards builds on the developments in the fifth framework. It comprises 12 core entitlements and 16 quality indicators to monitor how well library services realise these benefits for the people of Wales. The mapping between benefits and indicators is not a simplistic one, as measuring outcomes and impacts at a service-wide level cannot be achieved directly, but must be inferred from broader indicators.



The table below shows the indicators in this framework which are most directly related to some of the key benefits of using public libraries. Libraries which perform well on these indicators will be engaging appropriately with their customers to make a difference to their lives.

Outcomes and impacts	Core entitlements	Quality indicators
People in Wales will be able to increase their knowledge / skills having used the library	2, 3	1, 3, 5
People in Wales will be able to take part in reading and other cultural events organised by the library service	3	4, 6, 9, 10, 12
People in Wales will feel part of a community using the library service	3, 11	1, 7, 8
People in Wales will be able to take advantage of the opportunities offered in the digital world using the library service	2, 6, 7	4, 9, 11
Personal health and well-being is enhanced by using the library	3, 4	1, 4
People in Wales can participate more fully in local affairs via the facilities in the library	3, 6	3, 11

Other core entitlements and quality indicators are concerned with the effective management of services, which underpins the effective delivery of the outcomes and impacts. All can be related to one or more of the seven goals of the Well-being of Future Generations Act; details are given in Section 5.

1.3. Fulfilling the statutory duty

The Public Libraries and Museums Act 1964² makes it a duty of the relevant Welsh Ministers (currently the Cabinet Secretary for Economy and Infrastructure) **“to superintend and promote the improvement of the public library service provided by local authorities and to secure the proper discharge by local authorities of the functions in relation to libraries conferred upon them as library authorities under this Act”**.

² Available at <http://www.legislation.gov.uk/ukpga/1964/75/contents>

Under the same Act, library authorities are required to **“provide a comprehensive and efficient library service for all persons desiring to make use thereof”**.

Since 2002, the Welsh Ministers have fulfilled this duty through the Welsh Public Library Standards (WPLS, or the Standards). The first framework ran from 2002 to 2005 with subsequent frameworks covering the periods 2005-08, 2008-11, 2011-14 and 2014-17. Each individual framework evolved to reflect the changing needs and expectations of public library users. In addition to the fulfilment of statutory duties, the WPLS framework plays a valuable role in supporting the development of public library services.

There is general consensus among stakeholders concerned with the provision of public library services in Wales that these performance measurement frameworks, introduced and administered

by the Welsh Government for the sector, have helped public library services to improve in a number of ways and in key areas. For example, as a result of the Standards, there have been significant improvements in service areas such as the delivery of requests and provision of ICT facilities and services, leading to enhanced outcomes for library customers.

Local authorities have a statutory duty (under section 7 of the Act) to provide a library service and encourage both adults and children to make full use of that library service. The performance indicators listed here will assist the Welsh Government in assessing whether or not local authorities in Wales are fulfilling their duties under the 1964 Act, and in assessing the comprehensiveness and efficiency, in terms of the manner of delivery, of library services in Wales.



1.4. Community managed libraries

Since about 2014 the number of independent and semi-independent libraries in Wales, frequently referred to as community managed libraries, has increased. Guidance issued by the Welsh Government in 2015 on community managed libraries has now been updated and is included here, at Section 6, rather than in a separate document, as previously. It includes criteria to be fulfilled in order that a community managed library might be included in the library service's annual return as part of the statutory service, and details of the data to be provided on all community managed libraries.

1.5. The sixth quality framework

The aims of this sixth framework of Welsh Public Library Standards are to:

- enable the Cabinet Secretary for Economy and Infrastructure to fulfil the statutory requirements of the 1964 Act in respect of superintending the provision of a 'comprehensive and efficient' library service by local authorities;
- provide a robust assessment of the performance of library services;
- have clear links to the Welsh Government's programme for government³, to ensure credibility across local government in Wales;
- be relevant and useful to all local authority library services in Wales;
- be transparent, easily understood and accepted by all stakeholders;
- incorporate outcome measures to show the benefits of using libraries;
- act as a driver for improvements to library services and local communities; and
- minimise the burden of data collection on library authorities.

³ Taking Wales Forward 2016-2021, available at <http://gov.wales/docs/strategies/160920-taking-wales-forward-en.pdf>

The framework has been based largely on the fifth framework, updated to take account of the changed local authority environment within which library services must work, and continues to provide opportunities for libraries to deliver services in innovative ways and the flexibility to make best use of the resources available to them. It will come into operation on 1st April 2017, and libraries will make their first report against its requirements in the summer of 2018. This document describes the new framework in detail.

Section 2 lists the 12 core entitlements, and self-assessment prompts will be provided in the guidance for library staff.

Section 3 describes the 16 quality indicators, which are of three broad types.

- Input indicators are concerned primarily with what the library service will provide for the citizens of Wales in key areas in order that the core entitlements can be delivered.
- Output indicators are concerned with levels of use. When considered alongside input indicators, they can give an indication of the efficiency of delivery of the service.
- Outcome and impact indicators measure the direct or indirect effects of the library service on its users, and on the wider community. They show the difference libraries make to people's lives.

Most indicators will be reported every year; some may be reported once in the three year period, for example, where user survey data are required. For some indicators, formal targets are set, although such targets are not appropriate in all cases.

Libraries will be expected to compare their performance on all indicators with previous years, and to meet the targets where these are set. Benchmarking of authorities will be possible when all results are available.

⁴ See <http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/?lang=en> for details



The nature of the geography, distribution of population and other factors within individual authorities can cause significant variations in the approaches necessary to the planning and delivery of library services. For this reason, Welsh library authorities are offered alternatives against which to measure their services in some of the indicators described, and should choose the most appropriate to reflect their circumstances.

Definitions of the various terms and guidance on methods of data collection are not specified in this document; however these will be included with the reporting template provided to library services, and are available on request⁴. In all cases, detailed guidance on data collection and calculation will be provided to library authorities to ensure consistency and



comparability. Existing data will be utilised wherever practicable. Where appropriate, international standard definitions and methods have been adopted.

Section 4 of this document details the reporting requirements, which include an element of self evaluation and descriptive reporting in addition to key service statistics and the performance indicators, and describes the monitoring and assessment process. A holistic view of assessment will be taken.

Library performance will be judged on all the aspects of the framework, including compliance with the core entitlements, ranking on the quality indicators, how many quality indicators are met in full and in part, and the narrative providing

evidence of the impact of the service on individuals and the community.

Library provision spans a range of Welsh Government outcomes, offering a range of services which often support two or more of the outcomes simultaneously. The Well-being of Future Generations Act⁵ lists seven broad areas of priority, and **Section 5** of this framework document aligns the core entitlements and quality indicators with these areas, giving examples of the contribution the library service makes.

⁵ See <http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en> for details

2. Core entitlements

A set of core library entitlements for Welsh citizens was first incorporated into Making a Difference, the fifth quality framework of Welsh Public Library Standards. These entitlements have been revised and refocused for this sixth framework, to enable the public to know what they can expect from their public library service.

These entitlements are initially self-assessed by each authority. A number of questions are specified in the Guidance document, which the authority is required to take into account when making their self-assessment. It is not necessary to be able to answer every question positively to meet the core entitlement, but justification for the assessment, which could refer to other relevant provision, should be provided in the return. The self-assessment will be moderated by MALD, the Independent Adviser, and a small Reference Group of senior librarians to ensure consistency between authorities.

WPLSCE 1 Libraries in Wales will be free to join, and open to all.

WPLSCE 2 Libraries in Wales will ensure friendly, knowledgeable and qualified staff are on hand to help.

WPLSCE 3 Libraries in Wales will provide access to a range of services, activities and high quality resources in a range of formats to support lifelong learning, personal well-being and development, community participation, and culture and recreation.

WPLSCE 4 Libraries in Wales will provide appropriate services, facilities and information resources for individuals and groups with special requirements.

WPLSCE 5 Libraries in Wales will provide appropriate safe, attractive and accessible physical spaces with suitable staffed opening hours.

WPLSCE 6 Libraries in Wales will lend books for free, and deliver free access to information, including online information resources available 24 hours a day.

WPLSCE 7 Libraries in Wales will provide free use of the Internet and computers, including Wi-Fi.

WPLSCE 8 Libraries in Wales will provide access to services, cultural activities and high quality resources in the Welsh language.

WPLSCE 9 Libraries in Wales will work in partnership to share catalogues and facilitate access to the resources of all Welsh libraries.

WPLSCE 10 Libraries in Wales will work with a range of partners to promote and deliver services to new and diverse audiences, enabling more people to benefit from those services.

WPLSCE 11 Libraries in Wales will regularly consult users to gather their views on the service and information about their changing needs.

WPLSCE 12 Libraries in Wales will provide access to the library service's strategy, policies, objectives and vision, in print and online, in a range of languages appropriate for the community.



3. Quality indicators



The quality indicators in this sixth framework build on the previous framework, and include additional measures covering the outcomes and impact of the library service. They fall into two broad types; those which are provided for monitoring and benchmarking performance over time and between authorities, and those which have specific targets.

WPLSQI 1 Making a difference

This selection of indicators assesses the impact of library use on people's lives in a variety of ways. Although some are relevant to other areas of this framework, they are grouped together here as being key to the overall customer experience.

Authorities will report, at least once in the three year period:

- a) the percentage of adults who think that using the library has helped them develop new skills;
- b) the percentage of young people who think that the library helps them learn and find things out;
- c) the percentage of adults who have found helpful information for health and well-being at the library;
- d) the percentage of adults who experience the library as an enjoyable, safe and inclusive place;
- e) the percentage of adults who think that the library has made a difference to their lives.

Data will be collected from user surveys of adults and of children, which should be conducted in accordance with good statistical practice, at least once during

the three-year period of this framework. Authorities will be given guidance on the conduct of the survey and wording of questions to ensure comparability. Respondents answering 'not applicable' or 'don't know' should be excluded from the calculation.

Authorities may conduct more frequent surveys if they wish to do so and report accordingly.

WPLSQI 2 Customer satisfaction

Customer satisfaction is a key element of library performance. As with the indicators concerned with library impact (QI 1), some of these are relevant to other areas of this framework, but are grouped together here as being key to the overall customer experience.

Authorities will report:

- a)** the percentage of adults who think that the choice of books available in the library they use is 'very good' or 'good';
- b)** the percentage of adults who think that the standard of customer care in the library they use is 'very good' or 'good';
- c)** the percentage of adults who think that the IT facilities provided in the library they use are 'very good' or 'good';
- d)** the percentage of adults who think that overall the library they use is 'very good' or 'good';
- e)** the average overall rating out of ten awarded by users aged 16 or under for the library they use.

Data will be collected from user surveys of adults and of children, which should be conducted in accordance with good statistical practice, at least once in the three-year period of this framework.

It is appreciated that not all authorities wish to use the CIPFA PLUS suite of survey instruments (from which the above indicators are drawn), and guidance will be issued to ensure that authorities which

choose to use their own surveys will have comparable results. Authorities may conduct more frequent surveys if they wish to do so and report accordingly.

WPLSQI 3 Support for individual development

Libraries shall ensure that the following services are offered in all static service points open for 10 hours per week or more:

- a)** basic support in the use of the ICT infrastructure provided (including Wi-Fi) and in accessing the range of electronic information resources available;
- b)** training to improve literacy, numeracy, information and digital skills, and assistance in developing or enhancing capabilities to identify and access appropriate resources efficiently and effectively; critically evaluate information; and apply information appropriately to further objectives, such as educational, employment, health and well-being.

Training programmes may be developed and delivered with appropriate partners outside the library service;

- c)** support for users to access local and national e-government resources;
- d)** reader development programmes/ activities for both adults and children.

The format of the support offered and frequency of any specific timetabled sessions should be appropriate both for the size of the service point and local community needs.

WPLSQI 4 Support for health and well-being

- a)** Libraries shall ensure that the following services are offered in all static service points open for 10 hours per week or more:
 - i. Book Prescription Wales scheme
 - ii. Better with Books scheme



- iii. Designated health and well-being collection
 - iv. Information about healthier lifestyles and healthy behaviours - leaflets, books etc
 - v. Signposting to health and well-being services
- b)** Authorities will report the number of static service points open for 10 hours per week or more in which the following services are available on a regular basis
- i. Shared Reading groups (reading aloud together)
 - ii. Book clubs (discussion of chosen book)
 - iii. Macmillan cancer or other health information partnerships
 - iv. Dementia Friendly services
 - v. Mental health awareness activities

WPLSQI 5 User training

This indicator assesses the extent to which sessions offered match local need, and the impact of those sessions for the participants. Reader development sessions; literacy, numeracy, information and digital skills sessions; ICT sessions, etc., should all be included. Include sessions arranged in collaboration with partner agencies. User training may have a general audience, or be targeted towards specific sub-groups of the population e.g. children, carers, unemployed persons, etc.

Sessions may require advance registration, or be open to all on a drop-in basis. Include sessions also reported under WPLSQI 4.

Authorities will report:

- a)** the total number of attendances at pre-arranged training sessions organised and/or hosted by the library service at its own service points or at other locations within the authority during the year, divided by the resident population, multiplied by 1,000;



- b) the percentage of attendees at such sessions who said that attendance helped them to achieve their goals;
- c) the number of customers helped by means of informal training during the year, divided by the resident population, multiplied by 1,000.

Part b) of this indicator should ideally be derived from a simple feedback form offered to all attendees, but may be based on sessions during one or more sample periods.

Part c) of the indicator may be derived by sampling. Authorities will be provided with guidance to ensure consistency of reporting.

WPLSQI 6 User attendances at library events

The purpose of this indicator is to estimate the attraction of library events for the library's population to be served, and the extent to which such events meet local need.

- a) Authorities will report the total number of attendances at events and activities organised by the library service at its own service points or at other locations within the authority during the year, divided by the resident population, multiplied by 1,000.

Include events with literary, cultural or educational intent, e.g. author visits, reading groups, literary discussions, digital and information literacy workshops, genealogy workshops, health literacy, financial literacy, job seeking etc.

Events specifically for children are included, such as storytelling, poetry, music. Include events delivered by partner organisations in collaboration with the library service.

- b) Libraries shall ensure that events or activities for those who have special requirements are offered in all static service points open for 10 hours per week or more. The events or activities may be promoted specifically for an intended group, or open to all, but with a clear target group in mind.

Special requirements can include physical and health impairment, economic disadvantage (e.g. long-term unemployed), cultural difference (e.g. non-native speakers, new arrivals), educational background, or other circumstances that require special library services. Authorities should provide specific examples of such events and list joint working with relevant social inclusion organisations and partners.

WPLSQI 7 Location of service points

No stipulation is made with regard to minimum opening hours of static libraries (on a site by site basis) however, authorities are asked to consider the viability of service points which are open for fewer than 10 hours per week. Equally, no stipulation is made with regard to length or frequency of mobile library stops, however it is expected that mobile libraries will visit each scheduled stop at least 12 times per year.

Authorities shall ensure that they meet the following criteria for the location of service points and mobile library stops, according to their population density:

Population density	% of households	Distance from library
20 or more persons per hectare	At least 95%	Within 2 miles of a static service point
More than 1 but fewer than 20 persons per hectare	At least 75%	Within 2.5 miles (or 10 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop
1 person or fewer per hectare	At least 70%	Within 3 miles (or 15 minutes travelling time by public transport) of a static service point, or within ¼ mile of a mobile library stop

WPLSQI 8 Library use

Seven measures of use of the library are required, covering the physical and the electronic resources provided. Together, they assess the library's success in attracting users to its services.

Authorities will report:

- a) the total number of visits to library premises during the year divided by the resident population, multiplied by 1,000;
- b) the total number of external visits to the library's website during the year divided by the resident population, multiplied by 1,000;
- c) the total number of active borrowers divided by the resident population, multiplied by 1,000.
- d) the total number of library members
- e) the total number of book issues (adult and children separate)
- f) the total number of audio-visual issues
- g) the total number of electronic downloads

The data used should be those as reported to CIPFA for the public library actuals return.

WPLSQI 9 Up-to-date and appropriate reading material

This and the next indicator are designed to ensure adequate investment and an appropriate balance of resources across various sections of the community.

- a) Library authorities should achieve
 - either a minimum of 243 items acquired per 1,000 resident population or a minimum spend of £2,180 per 1,000 resident population annually.

Books and e-books, periodicals, audio-visual material and electronic resources are all included.

Authorities should include their contribution to consortium purchases where relevant.

- b) Library authorities will report
 - The percentage of the material budget spent on resources for children.

WPLSQI 10 Welsh language resources

This indicator is designed to ensure materials in Welsh are provided in line with local requirements and the socio-demographic characteristics of the population.

a) Authorities should achieve:

Either a minimum of 4% of the material budget, or, a minimum of £750 per 1,000 Welsh speaking resident population.

Authorities will also report:

b) Total issues of resources in the Welsh language per 1,000 Welsh speaking resident population.

WPLSQI 11 Online access

a) Every static library should provide

- i. A minimum of one device giving public access to the Internet and networked digital content. Computers, laptops, tablets, and other mobile devices are all included.
- ii. Wi-Fi access for users to bring their own laptops or mobile devices.

b) Authorities will report the total number of devices giving public access to the Internet

- i. Available in static libraries, per 10,000 resident population
- ii. Available in mobile libraries.

Computers, laptops, tablets, and other mobile devices are all included.

c) Authorities will report the percentage of available time allocated for use of public access ICT equipment actually taken up by users. This should be aggregated across all libraries in the authority, including mobiles.

WPLSQI 12 Supply of requests

This indicator measures the efficiency of the public library service in responding to requests for material which is not immediately available.

Authorities should achieve:

- a) A minimum of 64% of requests for material to be notified to the user as being available within 7 calendar days of the request being made;
- b) A minimum of 79% of requests for material to be notified to the user as being available within 15 calendar days of the request being made.

Requests for pre-publication material shall be counted from the date of publication. Material which is not owned by the library but must be acquired by purchase or by inter-library loan is included in the calculations.

WPLSQI 13 Staffing levels and qualifications

- i. Library authorities shall achieve total establishment staffing levels for the service of 3.6 (full time equivalent) per 10,000 resident population. Staff who do not work directly in service provision, e.g. cleaners, are excluded. Include only those staff paid from the library service budget.
- ii. The total number of staff (full time equivalent) holding recognised qualifications in librarianship, information science or information management per 10,000 resident population should not fall below 0.65. Staff with qualifications in cognate areas, such as ICT, heritage or leisure management or education and learning may be included in the calculations if they occupy posts on the library staff establishment which require those qualifications, and when the qualifications held are relevant to their current roles and functions within the library service.



Include only those staff paid from the library service budget.

- iii. The designated operational manager of the library service shall, either be the holder of recognised qualifications in librarianship, information science or information management, or, have undertaken relevant library management training within the last 3 years.

Authorities will also report:

- a) where this post sits within the local authority management structure;
- b) the post held by the most senior professional librarian (where different); and
- c) where that post sits within the local authority management structure.
- iv. A minimum of 1% of aggregate staff working hours should be spent in training and personal / professional development during the year. All library staff should

be encouraged to undertake training and development relevant to their role and responsibilities, and to improve their skills.

- v. Library authorities may offer members of the community the opportunity to volunteer, to support additional services in libraries managed and run by the library authority. Such opportunities can, for example, enhance the life skills and employability of individuals, contributing to tackling poverty outcomes.

Where there is community involvement in delivering the library service at a branch level, we expect there to be paid staff working alongside the volunteers in the libraries, for some of the time.

Library authorities that use volunteers to deliver additional services 'in house' (as opposed to community managed libraries) shall ensure:

Page 946 a designated volunteer coordinator

from the library service's permanent professional staff coordinates those parts of the service involving volunteer workers;

- each volunteer receives a written role description;
- legal requirements are met for each volunteer in relation to their role;
- both induction training and continuing training is provided for all volunteers;
- volunteers are appropriately supervised; and
- they have achieved, or are actively working towards, Investing in Volunteers accreditation⁶.

Authorities will report:

- a) the total number of volunteers across the year;
- b) the total number of volunteer hours during the year;
- c) whether they have accreditation status relating to the NOS or are working towards this accreditation.

Note that in order to meet this indicator in part, the service must achieve at least three of the five elements, including (iii), relating to the qualifications of the operational manager.

WPLSQI 14 Operational expenditure

In the current economic climate it is not thought appropriate to set a target for overall library expenditure, but spending on the public library service will continue to be scrutinised closely.

Authorities will report:

- a) the total revenue expenditure per 1,000 resident population;
- b) the percentages of this total spent on staff, materials and information resources, maintenance, repair and replacement of equipment and buildings, and other operational costs;



⁶ See <http://iiv.investinginvolunteers.org.uk/inyourcountry/iiv-wales> for more information

- c) total capital expenditure per 1,000 resident population.

Authorities which complete the CIPFA public library actuals return should use the same data here.

WPLSQI 15 Cost per visit

This indicator is useful for justifying expenditure of public funds, giving a proxy for value for money, but it must be interpreted in conjunction with demographic indicators and quality indicators relating to use. It measures the cost of the library service related to the number of library visits, including virtual visits.

Authorities will report:

- The total expenditure on library staff and materials, net of generated income, divided by the sum of the number of physical visits to library premises (including mobiles) plus the number of visits to the library web site during the year.

Authorities which complete the CIPFA public library actuals return should use the same data here. The ratio will be automatically calculated from data provided for other indicators.

WPLSQI 16 Opening hours

- i. Welsh public libraries should achieve a level of aggregate staffed (paid staff and/or volunteers) opening hours across all service points administered by the authority of no less than 120 hours per annum per 1,000 resident population.
- ii. Authorities will report the total number of unstaffed opening hours across all service points administered by the authority per 1,000 resident population.
- iii. This part of the indicator is concerned with the adequacy of the library service's maintenance programme and staffing strategy. Authorities will report:

- a) the total number of hours of unplanned and emergency closure of static service points as a result of building failure or staff unavailability as a percentage of the total planned opening hours of all static service points during the year;
- b) the number of mobile library stops and/or home delivery services missed as a result of vehicle failure or staff unavailability, as a percentage of the total number of planned mobile library stops and/or home delivery services during the year.

Scheduled opening hours not open as a result of adverse weather conditions, or any other cause beyond the library's control, are not included.



4. Reporting, monitoring and assessment

The statutory requirements of public library service provision in Wales are enshrined in the Public Libraries and Museums Act 1964. The performance indicators listed here will assist the Welsh Government in assessing whether or not local authorities in Wales are fulfilling their duties under the 1964 Act, and in assessing the efficiency of the manner of delivery of library services in Wales.

4.1. Reporting requirements

Each year, local authorities will be required to report their performance against the various elements of the framework. The return will include a compliance rating against the core entitlements – indicating whether these are fully met, partially met, or not met, with appropriate description / explanation. For all entitlements which are not fully met, the return should also include a strategy for improvement in the following year.

Individual authority returns will also include data showing performance against the quality indicators included in this framework, together with a comparison for the previous year. Where performance has declined, the return should include the authority's strategy to halt the decline. Where targets are not met, the return should include a narrative outlining proposals and a timescale to achieve these targets. These data will be drawn together to provide an overview of Welsh public library services as a whole, to assist with identification of good practice, and of areas where action may be required to bring about improvements.

Measurement of the impact of public library services – the difference those services make to people's lives – is not easily quantifiable. For this reason, a qualitative element will be included in the reporting.

Each authority's return should include at least one, but no more than four, specific case studies describing the impact which the library service has had on an individual, or on a group of individuals, during the year. This is expected to describe not only the service provided and the use made of that service, but also the outcomes for the individuals or members of group as a consequence. Guidance will be provided on the format of the case studies and appropriate material to include. Such case studies will build into a valuable source of evidence of impact and value, and will further promote the spread of good practice across Wales.

A second qualitative element of reporting will be a narrative that demonstrates how the library service is contributing towards both local authority agendas and wider Welsh Government priorities and strategic goals, including any relevant legislative frameworks. The purpose of this strand of reporting is to encourage libraries to be aware of the wider social drivers (e.g. health and well-being; digital inclusion including information literacy; literacy, including reading and the connection with digital literacy; community engagement and community benefits, including families, children and young people, older people, welfare reform; Welsh language and culture), to which their service should be able to demonstrate a contribution, and to make explicit their relevance and value to policy makers at local, regional and national level.

A short description of the authority's future direction and plans for the library service over the following year will be included. Authorities will also be required to confirm that feedback in the form of opinion on the year's performances achieved by each library service has been

adequately considered by the member with responsibility for library services and by the relevant management, scrutiny and performance monitoring procedures.

A reporting template will be provided to authorities to ensure that reporting is consistent and comparable across Wales.

4.2. Monitoring and assessment procedures

The process of monitoring and assessing will be led by MALD: Museums Archives and Libraries division of the Welsh Government, and will follow the pattern established in earlier frameworks. Annual returns should be submitted by the deadline each year, and will be scrutinised for completeness by an independent reviewer and a peer reference group. The independent reviewer will then prepare a formal written feedback report, covering all aspects of the framework, including all quality indicators and narrative elements, which will be delivered to each authority in the autumn, in time to address any issues raised as part of their formal service planning process. This feedback will be formally disseminated to library authority chief executives and also to council leaders, scrutiny officers or performance managers as well as to the managers of library services. The annual reports will be made public, via the MALD web pages.

The independent reviewer will prepare a summary overview each year, including an analysis of overall performances, and significant trends within those performances, against the entitlements and quality indicators. The highest, lowest and median performances in Wales will be calculated for each indicator where this is possible. The overall analysis will be disseminated to all local authorities, usually during an annual seminar. At the end of the framework period a summary report will be published via the MALD web site.

The findings of these processes will be brought to the attention of the relevant Minister annually, highlighting achievements and trends and also problem areas, such as

declining performances, incidences of non-compliance or recurring failure, together with a diagnosis of the causes wherever possible. Noteworthy improvements in performances and improving trends will also be drawn to the Minister's attention.

The core entitlements and quality indicators set out in this framework deal with aspects of the library service which are considered by the Welsh Government to be necessary – but are not necessarily sufficient – for the delivery of a comprehensive and efficient library service under the terms of Section 10 of the Public Libraries and Museums Act 1964.

As the ultimate sanction in the cases of failure to deliver a comprehensive and efficient library service, the Welsh Government can institute an inquiry, issue a direction and transfer the library functions of a library authority to itself or to another authority/organisation. Sanctions would be invoked in cases where, for example, a significant number of the core entitlements and performance targets are not reached, there is a failure consistently to reach the average performance of comparable Welsh authorities with no evidence of improvement over time, or performance across the service as a whole is consistently falling year on year.

To date, it has not been necessary to implement any of these sanctions due to constructive discussion between the relevant parties.

5. The Well-being of Future Generations Act



Libraries have a clear contribution to make to the seven goals of the Well-being of Future Generations Act.

5.1. A prosperous Wales

Development of a skilled and well-educated population is a fundamental aspect of public libraries' activity. Examples of how this is achieved include providing access to a world of lifelong learning through relevant book stock and online information, and the provision of free IT equipment, broadband and Wi-Fi, which supports education, small businesses and job seeking. Core entitlements 2, 3, 6 and 7, and quality indicators 1, 3, 5, 7, 8, 9, 12, 13 and 15 all monitor aspects of public libraries' contribution to this goal.

5.2. A resilient Wales

Social and economic resilience is supported by encouraging and promoting individual personal development, enabling people and society to adapt to changing circumstances.

Regular consultation with users ensures that the services themselves are resilient and able to adapt to changing needs. Two core entitlements are particularly pertinent here, 3 and 11, together with quality indicators 4, 11 and 14. Examples of how this is achieved in practice include support for greater community involvement in running library services, and book stock that encourages a more resilient lifestyle with access to IT so people can self-educate about the issues.

5.3. A healthier Wales

Physical and mental well-being is a key offer of public libraries, not only by providing information on which to base informed choices for the benefit of health in the future but also designated collections and schemes such as Book Prescription Wales titles loaned through libraries, which directly benefit individuals with health concerns. Relevant core entitlements for this goal are 3 and 4; quality indicators 1, 4, and 6 monitor activity.

5.4. A more equal Wales

Libraries are welcoming, inclusive and offer pro-active outreach and public engagement activities in deprived and socially excluded communities. Support for government initiatives such as Universal Jobmatch and Universal Credit enable those without IT skills or facilities to fulfil their potential. Core entitlements 1, 2, 4, 6 and 7, and quality indicators 3, 4, 11, 13 and 14, all monitor public libraries' contribution to this goal.

5.5. A Wales of cohesive communities

Libraries offer a safe neutral place within the community which provides opportunities for people to connect with each other. The one-stop-shop or hub model being developed in many areas further connects local communities with the services they need. Other examples include support for community involvement through the provision of information about the local area. Core entitlements 1, 3 and 5, and quality indicators 1, 6, 13 and 16 monitor aspects of public libraries' contribution to this goal.

5.6. A Wales of vibrant culture and thriving Welsh language

With explicit provision in the current framework covering the provision of material in the Welsh language, libraries are well placed to contribute in this area. They promote and protect Welsh culture and language, and encourage participation in the arts and recreation through the availability of a good range of stock in Welsh, and a host of cultural events and activities. Core entitlements include 2, 3, 6, 8, 9, and 10, and quality indicators 2, 6, 8, 9 and particularly 10 are all relevant here.

5.7. A globally responsible Wales

A commitment to make the most efficient use of resources is embodied in the quality indicators. MALD works with the British Standards Institute and International Standards Organisation in developing and using quality indicators for libraries which conform to ISO 11620.

Further, the borrowing of books is a great recycling tool, reducing the impact on the environment. Libraries in Wales work together in book purchasing consortia, digital/e-book consortia and the All-Wales Library Management System. Core entitlement 12 is directly related to global good practice, while quality indicators 14 and 15 are related to the balance and efficiency of service provision.

6. Community managed libraries



Since about 2014 there has been a growing number of independent and semi-independent libraries in Wales, frequently referred to as community managed libraries. Guidance issued by the Welsh Government in 2015 on community managed libraries has now been updated and is included here rather than in a separate document, as previously.

Welsh Government guidance on community managed libraries recommends that for such libraries to be considered as part of the authority's statutory provision, they must meet the core entitlements contained within the Standards framework. For the purposes of the sixth framework of public library standards, community managed libraries which receive ongoing support from the local authority library service in terms of shared resources, qualified staff and a 'seamless' customer experience can be considered for inclusion in the return.

For example, libraries conforming to the following models may be eligible:

- Elements of resources and staff provided or co-ordinated by the local library service, with the building in community ownership and a contribution towards staffing from the community council with the staff employed by the library service.
- Limited resources and regular staffing (defined hours) provided by the local library service, the building in community ownership and assistance from volunteers.

Models involving the transfer of the building and resources to the community and entirely run by volunteers with minimal (or no) ongoing assistance from the local library service in managing the facility are not eligible for inclusion.

It is appreciated that different models may exist within a single authority, so that some community managed libraries may be included in the returns, while others may not. For full consideration of whether community managed libraries can be included in the statutory service, the following minimum criteria should be met, along with meeting all the core entitlements:

- A service level agreement with the local authority public library service to include resource sharing activities such as inter-library loans;
- Paid staff, whether funded by the local authority library service or from other sources (e.g. community councils) available for 50% of the library opening hours specified in the service level agreement;
- The provision of a range of material, e.g. books, multimedia/audio-visual, Internet access and staff to support access to and utilisation of these resources;
- Authority support for the ICT facilities, which should be free at the point of use;
- Full access to and use of the local authority's library catalogue including the ability to place reservations, for members of the public. Paid staff would be expected to have access to the LMS.

The purpose of these criteria is to ensure that the public receives a high quality, comprehensive and efficient public library service that is deemed worthy of the statutory service. It is possible for a community managed library to achieve all the proposed criteria outlined above, and if they meet these and the core entitlements, they could be considered for inclusion as part of the local authority's statutory provision of public library services.

As identified above, this is achievable by entering a partnership with their local authority public library service and/or working with community councils and groups.

6.1. Reporting and data collection

If community managed libraries are considered by the authority to be part of the statutory service and are included in the annual return, the guidance document on what data to gather and how applies to all the libraries. The same rigour should be used to gather data in community managed libraries as in other libraries.

In addition, the Welsh Government wishes to monitor the support and resources provided to community managed libraries within the authority, and the extent to which they have been included in the indicators in this framework.

All authorities will therefore be asked to provide the following information, as part of the contextual data in the return:

- a) The number of community managed libraries for which the authority provides
 - i. Paid staff
 - ii. Full access to and use of the local authority's library catalogue for members of the public
 - iii. Support for the ICT facilities
 - iv. Shared and rotated stock services
 - v. A service level agreement including resource sharing activities such as inter-library loans
- b) The total annual aggregate opening hours of community managed libraries within the authority.
- c) The total number of staff hours per annum dedicated to supporting community managed libraries. Include front-line staffing and management support and administration time.

Separate figures for the above will be sought for those community managed libraries included in the return (i.e. those meeting all five bullet points above), and those not included, where available.



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Page 1: Wrexham Central Library

Page 3: Ken Skates AM (image: © Crown copyright (2017) Visit Wales)

Page 5: Top: Llanelli Library, Middle: Rhyl Library, Bottom: Torfaen Libraries

Page 7: Top: Computer training group, Prestatyn Library, Bottom: Cwmbran Library

Page 8: Llanelli Library

Page 9: Carmarthen Library

Page 11: Shared reading group at Ty Cae Nant Residential Home, Torfaen Libraries

Page 12: Reading at home service, Torfaen Libraries

Page 14: Baby and toddler group, Prestatyn Library

Page 18: Reference room, Llanelli Library

Page 19: Seren Walker, Cwmbran Library

Page 21: Welsh language discussion group, Aberkenfig Library

Page 24: School visit, Maesteg, Bridgend

Page 26: All Stitched Up, Blackwood Library

Page 28: Risca Library

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
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Learning, Skills and Economy Scrutiny Committee

Scrutiny Observations to Cabinet on the Wales Public Library Standards

The Learning, Skills and Economy Scrutiny Committee met on 18th January 2019 and considered the following documents:

The Learning, Skills and Economy Scrutiny Committee thank Principal Librarian for attending scrutiny.

Observations:

Scrutiny welcome the opportunity to comment on the Annual Report from Welsh Government under the Welsh Public Library Standards 2017-2020.

Scrutiny are aware of the pressures that the Library service have been facing and the extensive work that has been undertaken to date to protect this service from the effects of the financial position that exist. The period that the report covers includes the time that there was a number of partnerships were entered into or moves arranged to enable the service to operate on a reduced budget.

The period also covers a move to the Wales Library Management Service which whilst resulting in savings to the service did impact on some of the measures which are reported (supply requests and acquisitions). Now that this move is complete the current year's figures will not be impacted on for this reason.

It is noted that one of the measures is difficult to meet in a sparsely populated rural area whilst wishing to operate an inclusive service (User attendance at library events). Consultation is current for the next Framework and it is suggested that the Library Service press for this measure to be amended to reflect a more inclusive definition of library event.

It is also noted that there are some measures that in the current financial climate are rarely and unlikely to be met (in particular relating to acquisitions) but that Cabinet should be mindful that an appropriate level of funding should be provided for the service to ensure that its offer remains attractive.

Recommendations:

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
<p>1. That the Library Service impress upon Welsh Government:</p> <p>a. the challenges experienced in a sparsely populated rural authority in meeting some of the quality indicators</p> <p>b. that given the low incidence of individuals with special requirements it is difficult to monitor this indicator without introducing a degree of stigma upon those individuals as the only way to run such events in areas of sparse population is to advertise them as an inclusive event.</p>			
<p>2. That attention is focussed on those measures that were adversely affected by the move during 2017/18 to the Library Management System (acquisitions, supply of requests and Welsh medium resources) during this period.</p>			
<p>3. Scrutiny are aware that the service are reviewing library service provision at present and Members will be briefed on any proposals in the near future.</p>			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, within 2 months i.e. by 15.03.19

Membership of the Learning, Skills and Economy Scrutiny Committee present on 18th January 2019:

County Councillors: P Roberts (Chair), D R Jones, G Breeze, K W Curry, B Davies, D O Evans, L George, E M Jones, D Jones-Poston, S McNicholas, D Selby and R Williams

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CABINET EXECUTIVE
12 February 2019 2019

REPORT AUTHOR: County Councillor County Councillor Stephen Hayes
Portfolio Holder for Adult Social Care

SUBJECT: Update: Review of Day Time Activities for Older People (including Day Centres)

REPORT FOR: Information

1. Summary

- 1.1 Following a public consultation, Cabinet on the 20th December 2016 agreed to
- Restore £1.1m funding to enable the continuation of a reduced in-house day service in current localities.
and
 - Authorise the portfolio-holder for Adult Social Care, in conjunction with the Head of Transformation and Director of Social Services, to enter into discussions with Town and Community Councils or other community, private or third sector bodies and if appropriate conclude partnership arrangements for the funding, management or delivery of Day Time Activities.
- 1.2 This report is as a result of the expectation set by Cabinet to be informed in two years as to how the service would continue in a sustainable manner from April 2019. This report is a snapshot of the situation in January 2019 and will provide an ongoing benchmark for future developments.
- 1.3 The cost of the service in 2016 was £1.611m. The savings targets from 2017 have been:
- 2017-2018: £150k target – achieved
 - 2018-2019: £50k target – achieved
 - 2019-2020: £250k target – £110k planned and work pending
- 1.4 This report outlines the work undertaken to date and the planned future work to ensure that the service is provided and sustainable at a reduced cost. This report also describes work undertaken with 3rd sector day services for older people, not included in the budget set above.

2. Overview of Work Undertaken and Planned

- 2.1 Charges for refreshments and lunch at the in-house day centres were standardised at £7.50 (£5 for lunch and £2.50 for other refreshments).
- 2.2 The table overleaf provides information on the work undertaken to date in each of the day centres and the planned work in each of the day centres. The costs include all transport, property, running and maintenance, and utility costs.
- 2.3 Day care services for older people are not regulated and there are no minimum standards. Therefore it is not possible to provide accurate information on the settings' service capacities.

Day Service	Actions Taken and Planned	2017/18 Costs (approx.)	2018/19 Projected Service Cost	2019/20 Projected Service Cost
Tanat Valley Day Centre, Llangynog	<ul style="list-style-type: none"> Provider = Royal Voluntary Service Agreement to change from contracted service to grant enabling flexibility in meeting requirements of the SSWBA and address loneliness and extend the service from an attendance of 12 to 15. 	£11,900	£11,900	£11,900
Ann Holloway Day Centre, Welshpool	<ul style="list-style-type: none"> Provider = Welshpool Town Council (£75k) Block purchases contracted to March 2025, plus transport (£46k) 	£111,640	£111,640	£111,640
Machynlleth Day Centre	<ul style="list-style-type: none"> Provider = Crossroads. Contracted until March 2020 	£75,000	£75,000	£75,000
Park Day Centre, Newtown	<ul style="list-style-type: none"> Working through options of co-locating with the library service; tendering the service; or to include in longer term regional hub development. Meals on Wheels stopped, reduced spend - £13,580 Consideration of meals being purchased externally Open 5 days per week with 53 attendees. 	£254,400	£240,820	Pending architect report £240,820
Bethshan Dementia Day Centre, Newtown	<ul style="list-style-type: none"> Provider = Bethshan, plus transport costs. Specialist dementia service contract until 03/2020 	£55,680	£55,680	£56,680
Maes y Wennol Day Centre, Llanidloes	<ul style="list-style-type: none"> Day service included as an option for inclusion in wider residential care home tender Town Council contribute £12k annually. Open 5 days per week with 41 attendees. 	£199,720	£199,720	Pending care home tender £199,720
Arlais Day Centre, Llandrindod	<ul style="list-style-type: none"> Reduce to 3 days per week with 25 attendees Service being moved to refurbished area of sheltered scheme, Lant Avenue. Reduced costs in 2019/20 by £17k Food provision is purchased and transported from an external provider, reducing spend by £39,030 	£199,270	£160,240	£143,240

East Radnor Day Centre, Presteigne	<ul style="list-style-type: none"> Provider = East Radnor Day Centre Contracted until March 2020 Funding reduced by £22,478 Pilot site for Home Based Support 	£122,478	£100,000	£100,000
Arosfa Day Centre, Brecon	<ul style="list-style-type: none"> Reduced numbers of attendees – consideration of reducing to 3 days per week reducing spend to £21,860. Food provision purchased from external provider, reducing spend by £41,480 37 attendees per week 	£230,510	£189,030	£167,170
Maes y Ffynnon Day Centre, Crickhowell	<ul style="list-style-type: none"> Previous tendering unsuccessful Stakeholder meetings ongoing – potential to transport for service users to attend at Brecon Possibility of supporting different club provision Potential saving = £55k - £20k (lunch club) = £35k 16 attendees per week 	£117,550	£117,550	£82,570.00
Canolfan Day Centre, Ystradgynlais	<ul style="list-style-type: none"> Reduced number of attendees (14 per week) leading to planned reduced provision from 5 days to 2 days per week with saving of £35,100 Consideration of new venue within the community Closure of kitchen resulted in a savings of £34,480 	£196,740	£162,260	£127,160
Increased income from standardised meal charges	<ul style="list-style-type: none"> Charges for refreshments and lunch at the in-house day centres were standardised at £7.50 (£5 for lunch and £2.50 of other refreshments). This has mitigated increase in expenditure costs in relation to increase in costs of meal provisions. 		£-27,785	0
Review of Cleaning Costs	<ul style="list-style-type: none"> Review of cleaning costs across all day centres resulted in an annual saving of £8,815 		£-8,815	0
Total In-house Costs		£1,198,190	£1,069,620	£952,680
Total Third Sector Costs		£376,698	£ 354,220	£362,220
Total Costs		£1,574,888	£1,423,840	£1,314,900

2.4 The above proposed future changes could result in the buildings at Arlais (Llandrindod), Park (Newtown), and possibly Canolfan (Ystradgynlais) becoming surplus to requirements.

2.5 The day care service' cost will be reduced from £1,611k to £1,314k. A reduction of £297k. It is intended to review the service further as the numbers of attendees change and different options are being explored.

- 2.6 Review of management requirements to be undertaken to ensure the structure is fit for purpose.
- 2.7 These reviews are undertaken in the wider context of the Community Connectors service, the Befriending service, and the Home Based Support pilots being shown to be effective in supporting people to enjoy community social interaction.

4. Preferred Choice and Reasons

- 4.1 It is recognised that daytime activities provide a cost effective means of meeting people's eligible social care needs and provides respite for informal carers. Not providing respite for carers can result in relationship breakdown and an increase in the possibility of residential care placements which are more costly and provides less positive outcomes for individuals.
- 4.2 To continue to develop the day services for older people so that they are efficient, effective and economical in the longer term, in order to provide and commission an appropriate mix of day time activities that support older people who are assessed to be in need of support and carers who are assessed to be in need of respite.

5. Impact Assessment

- 5.1 Not required. This was undertaken at the time of the original report.

6. Corporate Improvement Plan

- 6.1 The provision of daytime care services supports Vision 2025 and the Health and Care Strategy in providing care and support to service users in their communities, enabling them to live at home and supporting unpaid carers by providing essential respite.

7. Local Member(s)

- 7.1 As the work has been undertaken the Head of Service has met with Local Members and Town / Community Councils as appropriate.

8. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council?

No, however, work undertaken to date has included Transport, Property, and Catering & Cleaning.

Library Service: The Library service is very pleased to work with Adult Social Care to transform day time activities in the Newtown area. The service asks that consideration be given to the financial agreement model around the developments at Newtown library, in order to make integrated delivery sustainable for the longer term.

9. Communications

Have Communications seen a copy of this report? Yes

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

- 10.1 Legal: The contents of the report are noted.

- 10.2 Finance: The Finance Manager notes the content of the report and can confirm that the savings delivered to date are £188k and will continue to support the service to deliver the anticipated savings of £117k, before the Architects report and further business cases developed.
- 10.3 Corporate Property: The Lead Professional Strategic Property notes the contents of the report. It appears that buildings are going to become surplus as a result and we have requested that the service completes intention to declare surplus forms as soon as possible to enable the property team to plan ahead and to avoid opportunities being lost.
- 10.4 HR: no comment received.

11. Scrutiny

Scrutiny considered the report and comments and amendments incorporated.

13. Statutory Officers

- 13.1 The Head of Financial Services (Deputy Section 151 Officer) notes the comments of the Finance Manager, the revenue savings and the potential capital receipts both support the Medium Term Financial Strategy.
- 13.2 The Solicitor to the Council (Monitoring Officer) commented as follows : “ I note the legal comments and have nothing to add to the report.”

14. Members’ Interests

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

Recommendation:	Reason for Recommendation:
Cabinet are asked to note the contents of the report.	This report is for information and enables the development work to continue.

Relevant Policy (ies):	Social Services and Wellbeing (Wales) Act 2014.		
Within Policy:	Yes	Within Budget:	Yes

Person(s) To Implement Decision:	Dylan Owen
Date By When Decision To Be Implemented:	April 2019

Contact Officer:	Huw Dylan Owen	Email:	dylan.owen@powys.gov.uk
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Background Papers used to prepare Report: Cabinet Executive Report 20 December 2016 – Review of Day Time Activities for Older People (including Day Centres)

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Health Care and Housing Scrutiny Committee

Scrutiny Observations to Cabinet – Daytime Activities for Older People

The Health Care and Housing Scrutiny Committee met on the 22nd November 2018 and considered the following document:

- Update: Review of Day Time Activities for Older People (including Day Centres) – version provided on 19th November 2018

Committee thank the Head of Adult Services Transformation and the Senior Manager Social Care Provision for attending the meeting to provide an update and answer questions from Members.

Observations

The report is one of the new four page reports which have been adopted for Cabinet but scrutiny found it was necessary for some verbal explanation to be provided in order for the report to be fully understood. This information included that the 2016 Cabinet decision to reinvest £1.1million in the service resulted from a proposal to cut the funding from £1.6million to £300k but, that whilst this had been consulted on, it had become apparent that alternative provision for those clients attending day centres would cost in the region of £800k thereby not achieving the savings expected.

In 2016 when Cabinet took the decision to reinvest £1.1million in daytime activities this money was provided to support daycentres until community based support/early intervention services had been properly trialled and evaluated. The Head of Service advised that Cabinet had requested an update in two years which was the purpose of the report to Cabinet. This is in the context of an expectation that the day centres would, by March 2019 be either run by alternative providers or supported by other means to remain open, or, if no solution had been found by March 2018 they would close in March 2019. (Report to Cabinet 20th December 2016)

In the meantime, the service has been implementing the requirements of the Social Services and Wellbeing Act which commenced in 2016. This requires people with assessed needs to be offered support in terms of what matters to them rather than only given the option of attending a day centre. Since 2016 there has been a fall in the number of people attending day centres despite a rise in the elderly population.

Scrutiny members acknowledge the value of daycentres for those people who are using them and their carers', particularly in respect of the respite they provide, but also acknowledge that many older people would prefer to be supported to take part in alternative activities such as the WI, Chapel or Pub rather than a day centre. This appears to be borne out by the falling attendance at day centres.

Across Powys there is a mixture of provision with centres run by a variety of third sector organisations and a town council. Since before 2016 all day centre provision was available for interested parties to run and whilst some provision has been taken over by other organisations there have been a number of conversations with different parties regarding certain day centres which have failed to reach a conclusion.

During this period attendance has decreased and the report outlines the actions that are being taken in respect of the six day centres that the Council run. These actions include:

- A reduction in the days that a centre is open (Arlais Llandrindod, Arosfa Brecon, Maes y Ffynon Crickhowell and Canolfan Ystradgynlais)
- Consideration of moving to alternative locations (Park Centre, Newtown, Arlais Llandrindod)

The reduction in opening times will result in some savings with regard to staff and cleaning costs but property costs will remain. The alternative locations may also result in some savings but the extent of these cannot yet be confirmed

It was difficult at the scrutiny session to be able to consider costs, as whilst the cost of provision is contained with the report, the number of attendees and sessions was not provided until after the meeting.

Those settings which are run by partners under contract or grant have not been considered as the costs for these settings amount to £354,200 and are under contract until at least 2020. The remaining 6 day centres are projected to cost £1,069,620 in 2018/19. The service has identified potential savings of £116,940 which will reduce the annual cost to £952,680.

Examination of the attendance of the six Council run settings shows that between 2016 and 2018 there was a decline in the number of older people attending day centres from 306 people to 181 people a drop of 41%. Over the same period there was a decline in the number of sessions from 20,670 in 2016 to 17,940 in 2018 a drop of 13%. This would indicate that whilst there are fewer older people attending day centres those that are attending are attending more often.

At present the number of people attending day centres over the course of a week varies from between 1 and 8 in the centre with the lowest number of clients (14), to between 13 and 17 in the centre with the highest number of clients (53). The highest attendance on any one day is 22. It appears that most if not all centres would have the capacity to close for at least one day and the plans outlined in the report regarding opening days are noted.

Conclusion

Scrutiny welcome the actions taken to date which have resulted in older people receiving more support in the community to live independently thereby reducing attendance at day centres. The actions taken to manage the falling attendance by relocating, co-locating, reducing opening days is welcomed. However, it appears that whilst the numbers of people attending the centres is declining those who do attend

are attending more frequently. The 2016 decision suggested that all day centres should have moved to third party providers by now. This has not happened and the Portfolio Holder will need to ensure that the adult social care budget is sufficient to fund provision in this way in light of the 2016 decision.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
<p>1 Detail regarding the original savings required are included to understand why the update on daytime activities is coming to Cabinet now</p>	<p>The financial information and the savings over the past few years have now been included.</p>		
<p>2. Include and attribute the contribution made by Llanidloes Town Council to support Maes y Wennol</p>	<p>The contribution made by Llanidloes Town Council is included in the report.</p>		
<p>3. Include information on the capacity of each setting</p>	<p>The report has been amended to explain why providing service capacity is difficult because it is not a regulated service and therefore, has no minimum standards set.</p>		
<p>4. Include information on the number of places booked at each provision</p>	<p>Where this is known (mostly in-house services) this information has now been provided.</p>		

<p>5. The Portfolio Holder and Service continue to work towards providing and commissioning an appropriate mix of day time activities that support older people who are assessed to be in need of support and carers who are assessed to be in need of respite. Day centres should remain part of this mixed provision whilst a need for this kind of care is required</p>		<p>While this recommendation is accepted in part and the work continues in order to develop and commission appropriate services and daytime activities, this does not necessarily require a 'day centre' and support may be provided through other means where appropriate.</p>	
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In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, within 2 months i.e. by 15.03.19

Members of the Health Care and Housing Scrutiny Committee present on 22nd November, 2018: County Councillors Gwilym Williams, Sandra Davies, Dai Davies, Emyr Jones, Gareth Morgan, Phil Pritchard, Kath Roberts-Jones, Daniel Rowlands, Elwyn Vaughan, Jon Williams, Michael Williams.

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****12 February 2019****REPORT AUTHOR: Alison Bulman, Director of Social Services****SUBJECT: Corporate Safeguarding 6 Monthly Update as at 31 December 2018**

REPORT FOR: Information

Cabinet are asked to note this 6 Monthly briefing paper and update from the Corporate Safeguarding Group. The Corporate Safeguarding group met on the 19th November 2018. The group continues to be well support by its current membership but a discussion took place and it was agreed that Portfolio Holder for Corporate Governance, Housing & Public Protection would be invited to join the group and that Directors would be encouraged to attend personally or ensure that deputies are able to cover the whole Directorate on their behalf.

The group sought assurances on a number of key areas as below and continue to monitor the work plan of the group.

- Training in relation to VAWDASV. Directors were reminded that this is a statutory duty for the local authority to ensure that all paid staff have attended level one training. A reminder has been circulated to Directors and Heads of Service from the Acting Chief Executive. Compliance will continue to be monitored.
- The Council held a safeguarding multi agency conference on the 14th November. This was well attended and there has been significant positive feedback. Social Services also ensured attendance at the Regional Safeguarding Conference and continues to engage regionally on safeguarding.
- HR colleagues are drafting a policy in relation to violence, aggression and harassment of officers of the Council. This will be presented and discussed at the next meeting.
- The Corporate Safeguarding Group sought assurance that there was multi agency co-ordination in relation to County Lines and Sexual Exploitation.
- There is a Regional Serious Organised Crime Board (multi-agency), and also a Local Group via the Community Safety Partnership (CSP), which will be discussed at the next CSP Strategy meeting on 12 December 2018.
- Powys have a Serious Organised Crime Tactical Group which has been managing County Lines in Powys. There have been 2 multi-agency awareness /training events held by the Tactical Group, and a further 2 housing specific sessions. It was noted that Housing is a key service, but also the education service where children are missing, but parents are not aware. Discussion on whether schools are reporting this through, and whether they are compliant. Education Welfare Officers are in place but there is no official logging of first day calling.

- 2 funding bids are currently submitted to facilitate further training on County Lines to Substance Misuse workers and Youths.
- Op Guardian – Dyfed Powys Police looking at identifying the vulnerable people who are potentially coerced and forced into committing crime by urban gangs, and to put measures in place that protect not punish them
- In conjunction with Dyfed Powys Police we have offered free safeguarding training sessions to licensed taxi drivers. 6 sessions around the County were offered up in November 2017 to coincide with National Safeguarding week, this reached around 20 -25% of drivers, a further 2 sessions were offered this summer, and managed to get uptake to about 30%. The training session delivered is a Four Counties approach so the same training presentation was delivered across the Dyfed Powys police area. This is in line with what most other authorities are delivering.

The group will continue to meet on a quarterly basis, and the Annual Report will be presented at the end of July 2019 to Cabinet, as per the Terms of Reference.

Recommendation:	Reason for Recommendation:
Cabinet receives the 6monthly briefing update from the Chair of the Corporate Safeguarding Group	To ensure Cabinet are fully sighted on work to date.

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

Relevant Local Member(s):	All elected members
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Person(s) To Implement Decision:	N/A
Date By When Decision To Be Implemented:	N/A

Is a review of the impact of the decision required?	N
If yes, date of review	N/A
Person responsible for the review	N/A
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	N/A

Contact Officer:	Alison Bulman, Director of Social Services
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REPORT TO: POWYS COUNTY COUNCIL CABINET

REPORT FROM: INDEPENDENT CHAIR OF THE PCC IMPROVEMENT AND ASSURANCE BOARD

REPORT DATED: 17 JANUARY 2019

1. Background

The Improvement and Assurance Board is an advisory body, established in April 2018 with a clear purpose, which is 'to assist the Leader in driving forward the required change and improvement in the Local Authority'.

This is the second report of the Independent Chair and has been timed to allow the CIW Children's Inspection Report, published on 9th January, to be taken into account.

It is important to re-emphasise that, although it is imperative that the Authority promptly addresses the recommendations of the CIW Inspection Reports, covering both Adult and Children this, in itself, is not sufficient; hence the Board's remit extends beyond this. The follow up to the recommendations in Sean Harris's Review of Leadership, Governance, Strategy, and Capacity - commissioned by Welsh Ministers following a request for statutory support under section 28 of the Local Government (Wales) Measure 2009 from the Authority - is also overseen by the Board.

It remains the case that, whilst vitally important, simply delivering on the specific recommendations from the external reviews will not necessarily deliver sustainable improvement. Hence, the Board has an oversight of all the Authority's transformation activity, which aims to meet current service and financial challenges.

The scope of the Board's work is extensive, and by necessity, this report is a highlight report. It does not seek to cover all work underway or planned. That level of detail is covered elsewhere, for example;

- Monthly Board minutes, agendas, and papers.
- Monthly performance reports.
- Improvement Plan progress reports.
- CIW Inspection Reports as published.

This report will now cover key aspects in relation to Corporate, Children's Services, and Adult Social Care. The report will also, in summary form, highlight the priority areas for the Board in the coming months.

2. Corporate Matters

2.1 Senior Leadership

The recent appointment of a permanent Chief Executive, who commences at the end of February, is a very significant step on the path to sustainable improvement and builds on the permanent appointments elsewhere in the Senior Leadership team.

The Acting Chief Executive is in the process of implementing a new Senior Management structure which should ensure that the Authority is well placed to move improvement forward with increased pace. A key appointment that is currently being made is the Director of Transformation; a development that is both needed and welcome.

As with any new structure, it will need to be embedded quickly to ensure new ways of working become the norm. There are risks to be managed, and it is particularly important that care is taken to ensure that the statutory role of Director of Social Services is fully delivered.

In the last few months, significant progress has been made on putting in place the vision, frameworks, policies, and strategies. The coming challenge is to operationalise and embed this promising work, ensuring sustainability.

2.2 Vision, Finance, and Service Strategy

Since the review of 'Leadership, Governance, Strategy and Capacity', the Authority has adopted a clear corporate vision. It has also established a framework to deal appropriately with service and financial planning. The challenge now is to deliver on these as the medium-term financial plan and 2019/20 budget are developed and agreed.

The Authority has faced significant extra cost as the improvement journey has begun; this is not unusual in these circumstances. My last report identified the need to address the commissioning, contracting, and cost of key service elements (out of County placements, comparative costs etc.). As costs continue to rise, this work is ever more urgent, and progress must be made in the coming period.

However, as previously stated, essential though this efficiency work is, it is highly improbable that all, or indeed any, of the extra costs will be offset. The Authority, like all others, faces difficult choices in terms of funding increasing social care costs from a finite budget. It is essential that proper provision is made for social care actual costs in the current and future budget rounds.

Very positive work has been undertaken to develop a vision for Children's Services, and an appropriate range of policies and strategies for the Service, for example, dealing with safe CLA reduction; the pressing need now is to operationalise and deliver consistently.

2.3 Performance Management

There has been continued progress in terms of 'what good looks like', and the use of the performance management framework to define, monitor and deliver improved performance. Data and systems errors are being identified and addressed in order to improve the quality of performance information. There remains work to be done to achieve a full data set on Adult services.

As the recent CIW report shows, this work has delivered significant improvements in some areas, but there is much to do to achieve best practice levels consistently and comprehensively. The new Corporate and Service Leadership is striving to embed a performance management culture throughout the organisation; this remains an ongoing challenge. An emphasis on quality as well as numbers is recognised as vital and is developing.

2.4 Political Leadership and Scrutiny

- Senior politicians continue to be positively engaged in the improvement work and the Board.
- The Leader oversees the improvement effort with Cabinet colleagues on a regular basis.
- It remains unclear as to whether there is a consensus, politically, on the approach to scrutiny.
- All elected members are engaged in the budget process and face difficult decisions, as the significantly increased costs of social care have to be funded.

2.5 CIW Inspection – Children, January 2019

The full inspection report is available in the public arena, and therefore will not be detailed here. The report in headline terms found that since the last visit;

- Significant improvement had been delivered in a range of specified areas.
- Improvements were often caveated in terms of consistency or sustainability questions.

- There were areas where no improvements were shown since the last visit (e.g. CSE).
- There were areas identified for immediate improvement.

The key message, however, was that whilst there were many positives, serious concerns continue in identified areas.

The Authority needs to update its improvement plans accordingly, in order to directly address the findings of this inspection report, and the Board will monitor delivery of the plan.

3. Priorities

This section of the report details, in broad terms, the priority areas for action in the coming months. The Authority's plans will need to be at a more granular level, as it would be far too detailed to cover all matters in this report.

3.1 Children's Services

CIW Inspection

The Authority's improvement plan must directly deliver on key shortcomings identified in the latest CIW report, including but not exclusively;

- Addressing commissioning, contracting, and value for money of the full range of high-cost services.
- Developing and delivering a strategy for dealing with child sexual exploitation.
- Delivering a range of prevention and early intervention services that directly assist statutory services ,families ,children and young people.
- Achieving consistency and quality in social care practice.

Workforce

This remains a substantial and key challenge on which all else depends. The Authority is currently implementing a sustainable structure, fit for purpose, in stages up to April 2019. Delivering a permanent, competent, trained, motivated, and supported workforce is an overwhelming priority.

Practice

The delivery, comprehensively, on the Signs of Safety practice model is key to driving up quality, consistency, timeliness of social work. The Head of Service is appropriately driving this vital change programme which must deliver in the coming months. Quality of assessments, their timeliness, and outcome focus will all be impacted positively by this development.

Partnerships

Sustainable Children's Services require strong partnerships, internally and externally. The focus to date has been, understandably, on in-house matters and crisis management. In the coming period, as both practice and early help plans are developed, full engagement and joint working with partners is key.

3.2 Adult Services

The recent monitoring visit identified issues in terms of consistency and quality; these issues aligned with the Authority's own Quality Assessment Adults. The revised improvement plan is being developed and will be monitored in the coming period.

The major challenges facing the service are not unique to Powys. The impacts of demography, loneliness, and isolation, creating more demand. A diminishing working population and the non-availability of some services, e.g. domiciliary care.

The Authority's priorities are;

- Implement a clear practice model, delivering consistency and quality in basic practice, and ensuring a strong focus on safeguarding.
- Address with partners, service pressures by developing alternative models, including technology assisted care.
- Develop community capacity and personal resilience.
- Deal with domiciliary care capacity issues.

3.3 Corporate Services

With the strong focus on improving Children's Services, it can be forgotten that a major element of the improvement journey is the need to deliver on the Corporate improvements identified in the 'Review of Leadership, Governance, Strategy, and Capacity'. Failure in this area will mean that improvements made will ultimately not be sustained.

Since October 2017, significant progress has been made across the range of Corporate issues, such that policies, strategies, and frameworks have largely been put in place. The challenge now, as previously stated, is to operationalise and embed this good work. Hence, in broad terms, the priorities in the coming period are;

- To populate the new senior management structure, define and embed new ways of working, particularly between Corporate Directors and Heads of Service.
- To ensure the new arrangements are effective at the Member/Officer interface, and transparently deliver the Statutory Director of Social Services duties.
- To drive and embed the performance management culture across the organisation.
- To ensure that the vision is reflected in the MTFP and budget decisions.
- To further define the transformation programme, and drive the changes required at pace.

4. Conclusion

The agenda overseen by the Board is broad, encompassing Corporate, Children's and Adult Social Care. This reflects the reality that improvement will only be sustainable if the whole organisation changes, in line with the reviews and reports available to it.

The recent CIW inspection identified a range of improvements, but also areas yet to be improved, and continuing serious concerns.

The Authority is on an improvement journey and, in the broadest terms, is largely where it would be expected to be at this point.

The new leadership, the recently developed vision and policy framework, and more, gives an opportunity to increase the pace of change and embed the approaches in pursuit of sustainable improvement.

The priorities identified here are, by necessity, high level; the Authority is updating its detailed plans in light of recent reviews, and these will continue to be monitored by the Board.

REPORT AUTHOR: JACK STRAW

IMPROVEMENT AND ASSURANCE BOARD

MINUTES

Thursday 29 November 2018, 13:00 – 16:37

Committee Room A, County Hall, Llandrindod Wells

Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
Jaki Salisbury	JSa	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group

In Attendance – PCC Representative

			Present for Item:
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
David Johnston	DJ	Interim Head of Children Services	All
Dylan Owen	DO	Head of Transformation for Adult Services	3 & 4
Francesca Sandwell	FS	Minute Taker	All
Ian Budd	IB	Director of Education	7 - 12
Jane Thomas	JT	Head of Financial Services	All
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office	All
Phil Hodgson	PH	WLGA Adviser	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Rachel Thomas	RT	WLGA Adviser	All
Jan Coles	JC	Head of Childrens Services	7 - 12
Catrin Jones	CJ	Welsh Government	All
David Powell	DP	Acting Deputy Chief Executive	All
Emma Palmer	EP	Head of Strategic Policy and Performance	All
Louise Barry	LB	Head of Operations for Adult Services	3 & 4

Apologies

Mohammed Mehmet	MM	Acting Chief Executive
Alison Bulman	AB	Director of Social Services
Caroline Evans	CE	Corporate Policy, Assurance and Inspection Officer
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
John Byrne	JB	Union Convener, Unison

1. Minutes from Last Meeting

The minutes of the last meeting, dated 31 October 2018, were agreed as an accurate record.

2. Response to actions form the last meeting

Item 2 - Action: DJ/JC to escalate to PLOG re: Health's failure to attend statutory meetings. AB will pick up tomorrow with health board - DJ was asked to update in AB's absence. DJ confirmed that a conversation had taken place, but he had no definitive update.

ACTION: DJ to speak to AB and AB to provide written confirmation of her discussions with the Health Board prior to next Board meeting.

Item 3 - Action: BA/JSa/AB/JC/EP/LB/DO to meet next month (outside of the Board) to discuss the BRAG ratings across both Children's and Adults – BA updated that a meeting had taken place, although, disappointingly, not all were present. 2 BRAG statuses for Adults were downgraded from blue to green. With regards to Children's, 8 BRAG statuses were downgraded from green to amber and amber to red. The Chair asked for assurance that the BRAG issue was now resolved. EP stated that for Adults, yes, but there was more work to be done with Children's. The Chair asked for the process to be completed by the next meeting.

Item 6 - Action: JS asked, again, that AB develop an overarching narrative that describes the Powys commitment to children and binds all the strategies together. The Chair stated that this action had been outstanding for some time and needed to be completed before the next meeting in January.

ACTION: DJ/AB to produce a narrative to show the Chair on 17th December.

3. Adult Services – Performance report

Performance report

DO updated the board on the performance across Adults Services. He advised that Allied Healthcare has been sold to another company who are not registered in Wales for dom care.

The Board sought assurance that when the transfer of service users took place there would be adequate capacity. DO updated that PCC had given Allied notice for 12th December and were awaiting TUPE information from them. Allied makes up only 3% of PCC's market and PCC would be using a small local company to provide care in its place. If the TUPE information was received, then it would be a smooth transfer across. DO stated he was confident that the capacity would be there.

A business case has been submitted to the Health Board requesting £300k towards assisting with winter pressures. This was submitted 3-4 weeks ago and although it has been followed up, no decision has been made. The Chair insisted that this needed to be escalated by the Director of Social Services or the Chief Executive as this wait was not acceptable. It was acknowledged that £300k would not be enough money to pay for 40 additional members of staff required to deal with over a 1000 hours PCC is currently unable to provide, but would go some way to meeting this need.

The Chair noted that the brief of the Board was to improve social care more widely and, therefore, it would be useful to have more information about all social care services, such as occupational therapy and sensory loss, ie those not social worker specific.

The developing of a costs avoidance calculator was discussed. DO reported that the service was waiting on a response to their business case for £470k. A pilot was in place and DO had submitted a paper so this will be added to the next agenda.

Following questions from Councillor Gibson Watt, a discussion took place regarding the figures on page 5 of the report, which clearly do not make logical sense, in particular that only 10% of assessments lead to service.

ACTION: DO to reflect on the figures in the report and provide a full explanation at the next meeting.

Exit interview paper

It was agreed that 'Leave of own accord' was unhelpful and not meaningful in order to understand why people had left the Authority, and whether it was something that managers could have been influenced.

ACTION: AB to work with HR to get more meaningful information.

Case Study

For information and noted.

Compliments

For information and noted.

4. Adult Services – Progress against CIW recommendations

It was noted that there had been changes made to the BRAG ratings. It was agreed that splitting some of the objectives into different colours (for example, green and red, rather than amber) helped provide a better understanding in terms of progress as there were often multiple parts to objectives.

EP updated that there had been shared learning with Heads of Service last month and considerable work had been done with EMT, Cabinet and Scrutiny to ensure the situation was understood. Member development sessions had taken place to help Members understand the complexities. Now PCC needed to focus on how it could take this forward across the organisation.

JS suggested that it would be useful to develop a simple process map so that key people outside of social care could understand the process.

ACTION: EP, LB and DO to lead on the development of a process map and for the map to be brought to the next workshop. This should complement the necessary service narrative.

5. Corporate Leadership and Governance – highlight report

DP updated that the Chair and MM had met the day before. JS and DP had met that morning and DP has given comments to JS.

Chair reported that during his meeting with MM they had discussed the work of board, how we work together, and what the priorities are likely to be post Children's Services inspection.

It was raised that Management Team needs to assure themselves that they are progressing and going in the right direction and that the fundamentals from Sean Harris report were included. MTFs needs to be included so that social care is properly reflected and this can be brought back to the first board meeting in January.

6. WAO Review of Transformation

JE presented his report to the Board.

The Chair reflected on the following: -

- From an independent point of view, the report notes a lot of positive change in terms of developing a vision and clarifying the financial position.
- Pace is the biggest challenge for the Authority, as it is for a lot of other councils.
- PCC needs to look at what other Authorities have done well and learn in order to increase pace.

JE confirmed that WAO would support PCC with identifying suitable support and advice.

JGW raised concern that the wider Council seemed to be missing from the report and the Scrutiny has not been involved in developing the approach. Need to also involve all Members and schools.

EP provided updates: –

- Work has been done to streamline governance. There is now one Transformation delivery board. The first board meets on 4th December and there will be sub-groups under the board.
- Communications around transformation were launched at the recent Leadership conference. Once all confirmed then this will be communicated more widely to staff by the end of January.

ACTION: EP to ensure the Board has sight of progress reports.

7. Children's Services – performance report

PH reported that following recent meetings with team managers in Children and Adult services, staff in Children's had expressed that they could see positive change taking place and wanted to be part of it, but they were realistic that it has been slow and needs to speed up. It was clear that this was very different to 12 months ago and was great to see. A change in behaviour and attitudes is key, but it must transfer to performance improvement and outcomes for children.

The Chair asked for an explanation as to why, despite Board members consistently stating that staffing needed to be resolved, it was taking until April to get a new structure in place.

DJ and JC explained that over 30 new job descriptions had been written and these had to go through job evaluation. They will then consult with the Unions and staff in January. This had been brought down from 45 days to 30 days. A review would then take place in February and by April people would be moving into the new posts. JC expressed frustration with the pace of the process. However, additional resource had been brought in and the Children's structure was being prioritised.

ACTION: JC/AB to break down the activity and adopt a staged approach, and endeavour to bring forward the implementation date.

The Board stated it was still concerned about the length of time it was taking to implement the new structure and asked JC to reflect upon this. JS raised that sufficient time could be saved in February if the consultation took was reduced to less than a month.

The Board sought assurance that everything was being done to minimise the disruption to the service and in particular to manage complex assessments within a timely manner. JC assured the Board that they had brought in extra resource to support less experienced managers and had developed a bespoke package of training. Work was being done to identify other areas of weakness.

Concern was raised as to whether there was sufficient capacity and competence within the legal team to support the service. JC and DJ were unable to answer this question and no one from Legal was present to update.

ACTION: A report on the capacity of the legal team to support Children's Services to be brought back to the next meeting AB.

The Board expressed disappointment that that the number of children and young people placed at home and on placement orders remained at similar level. JC indicated that this was one of 5 priority areas they were working on and that the analysing of the data should be finished soon.

While it was good to see LAC visits up to 97% it was disappointing and worrying to see CP statutory visits at 84%. JC expressed disappointment in the figures and explained that all the visits had taken place, but not all within the timeframe. This needed to be captured in future to provide the Board with assurance. The Board reiterated the need to flex resources and meet statutory targets.

ACTION: AB

The Board sought assurance regarding the counting of temporary registration. JC explained that this was children from other authorities moving into Powys who were being registered with the Authority. This explanation will need to be added to the report to save confusion.

Concern was raised at the cost of placements despite the introduction of the new resources panel. DJ explained that a piece of work was taking place to look at alternative placements and whether adjustments could be made to ensure better value for money. JC indicated that the service needed to ensure it was meeting the needs of children that had not been met properly in the past and therefore there would be a lag period of potentially years. DJ

reported it would take a couple of months before figures and narrative could be brought back to the Board.

All present were in agreement they the Authority needed to do the best thing for the children and young people in its care.

A piece of work needs to be completed on how much Powys spends on the cost of placements compared with other Welsh Local Authorities. JT stated that benchmarking had been done on this subject.

ACTION: PH to send DJ and JC national cost per child information and JC to report progress to the next meeting.

Concerns about the lack of foster carers was raised. DJ indicated that a further 20-25 foster carers were needed. However, the service was losing carers as fast as they were recruiting. The Chair raised that this linked to discussion re finance and how much money needed to be invested to ensure improvement. When it came to fostering and adoption no business case had been provided, despite regular promises. DJ reported that the payment structure and rewards were being reviewed and he would report back.

Reassurance was sought about the engagement of Health in strategy meetings. JC indicated that tough conversation had taken place and that an agreement had been reached that Health colleagues in the North would be available on Tuesdays and Thursdays to attend strategy meetings. This will then be reviewed and introduced in the South.

It was noted that there the outcome of LAC reviews was currently not being recorded. JC explained that this was because they did not have the data from the IRO service.

ACTION: JC to look at why the Service was not receiving outcome of LAC reviews and report back. AB/JC and finance to clarify investment in fostering/adoption etc.

Concern was raised regarding the number of assessment not being completed within the timescale. JC raised that there were still old assessments on the system that needed to be signed off because subsequent assessments had taken place. It is hoped that this will be completed by the end of November.

The Board was assured that this would be resolved when December's data was reported back to the Board in January.

However, there was confusion about what proportion of assessments were completed by the assessment team. JC explained that the previous structure had not helped, but that the figures completed by the assessment teams were 95% and 100% respectively. However, in the locality team they stood at a lower figure. The Chair requested that this be broken down across all teams to provide assurance.

8. Children's Services – Progress against CIW recommendations

The Chair asked for assurance that Children's Services had the resources, practice expertise and support in place to ensure that signs of safety worked effectively. AB/JC to report specifically on this in relation to new structure.

9.	Children’s Services – Draft Closer to Home and Edge of Care Strategy
	The Chair noted that this report was clear and appropriate and reflected the last workshop.
10.	CS Workshop (New Structure)
	The Board requested that the new structure be brought back to the meeting after the consultation for awareness.
11.	TAF Annual Report 2017-18
	<p>The report was discussed. Assurance was sought in regards to the effectiveness of TAF and the number of children stepped up to children’s services. JC stated that the report reflected the previous financial year. For example, the multiagency prevent hub had not worked and this would not be included going forward.</p> <p>It was noted that great steps had been made to bring CYPPS into social care which had taken longer than is reasonable.</p>
12.	PPD Analysis
	For information and noted.
13.	Financial Overview and Forecast as at 30th September 2017
	<p>JT presented the Financial Overview and Forecast report.</p> <p>Overspend was £5.86 million but areas of underspend have been identified which had resulted in projection of £3.6million. Still looking at areas where we can improve and save money and a communication has gone out to all staff. A lot of work has been done to improve the robustness of plans and test timelines of assurance on delivery of savings.</p> <p>Assurance was sought that Children’s and Adults were being excluded from withholding vacancies. This was confirmed.</p>
14.	External Advisers Updates
	The updates had been circulated with the meeting agenda.
15.	Any Other Business
	None.

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MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 9 JANUARY 2019

Present

Jack Straw (Chair)	JS	Independent Chair
Bozena Allen	BA	Independent Member
Jaki Salisbury	JSa	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Cllr Aled Davies	AD	Deputy Leader

In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Alistair Davey	AD	Welsh Government Social Services Division	All
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	All
David Powell	DP	Acting Deputy Chief Executive	All
Denise Moultrie	DM	Senior Manager, CIW	1
Dylan Owen	DO	Head of Transformation for Adult Services	3.1, 5, 8, 9
Emma Palmer	EP	Head of Strategic Policy and Performance	All
Felicity Llewellyn	FL	PA to Executive Office	All
Jan Coles	JC	Head of Childrens Services	All
Jane Thomas	JT	Head of Financial Services	5 - 7
Jen Jeffreys	JJ	Interim Head of Operations for Adult Services	3.1, 5, 8, 9
Jeremy Evans	JeE	Performance Audit Director, Wales Audit Office	All
Mohammed Mehmet	MM	Acting Chief Executive	All
Phil Hodgson	PH	WLGA Adviser	All
Gareth Lewis	GL	WAO	All

Apologies

Catrin Jones	CJ	Welsh Government
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Ian Budd	IB	Director of Education
John Byrne	JB	Union Convener, Unison
Louise Barry	LB	Head of Operations for Adult Services
Rachel Thomas	RT	WLGA Adviser

In a change to the order of the agenda, CIW presentation was considered, followed by Adult Services, and then the remainder of Children's Services items.

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting, dated 29 November 2018, were agreed as an accurate record.

2. RESPONSE TO ACTIONS FROM THE LAST MEETING

JS noted that all the actions arising will be covered within the core agenda, as indicated in the paper.

3. CHILDREN'S SERVICES

3.1. CIW Report - Presentation by CIW (Denise Moultrie)

The report was formally issued at noon today. CIW were consistently impressed by the commitment and dedication of front line staff, support services and business intelligence throughout the inspection. The inspection was very efficiently organised, and DM expressed CIW's thanks.

- Greater corporate oversight
- PLOG is running more effectively than before.
- The Corporate Parenting Group is a work in progress, but is improving.
- The Quality Assurance Framework is a well-written document, that that is not yet fully embedded within Children's Services.
- The performance information is much improved, and issues of accuracy arising are being addressed.
- New policies and procedures have been introduced. These are not yet fully known and understood by partner agencies e.g. the regional threshold document.
- Significant improvements in 'front door' are evident; there is greater timeliness, quality and consistency.
- TAF has moved into PPD; this is a work in progress as TAF is underused and not consistently understood by frontline staff.
- Timeliness and quality has improved for assessments. Approximately one third of 48 assessments sampled were 'good' or 'excellent', noting that two-thirds required.
- some improvement e.g. child's previous history, level of risk etc. was not given sufficient weight within assessments.
- Timeliness and quality of court applications has improved; the Judges in the north and south noted a noticeable improvement, noting opportunities to intervene as early as possible to potentially reduce urgent applications.
- Significant improvements are evident in the regularity of visits to LAC and CPR.
- A decrease in the level of individual workloads is evident within performance figures.
- Supervision has increased.

Priority areas for action; action needed:

- A clear strategic overarching vision.
- A clear focus on improving strategic relationships with partners.
- Thorough and timely complaint investigations; the complaints process was considered to be inefficient, and Stage 1 investigations are not robust enough to prevent escalation to Stage 2.
- Develop commissioning and practice to anticipate children's accommodation needs and reduce the number of emergency placements. Foster placements should be better considered to ensure a 'good fit' and reduce placement failure. There have been missed opportunities for placing children, and Social Workers are directly sourcing placements, resulting in some children being placed [out of the area and/or county] without educational provision.

- Ensure the safeguarding process incorporates multi-agency information sharing as soon as possible following referral to ensure informed practice and best outcomes for children.
- Ensure an immediate multi-agency response to safeguard children at risk of CSES.
- Plans to restructure Children's Services, and implement the signs of safety approach.

CIW Overview:

- "We find children's services has achieved significant improvements in certain areas of practice and some improvement in other aspects."
- "There continue to be other areas of practice where we have serious concerns."

Conclusion / Next Steps:

- Powys County Council will submit a revised improvement plan to CIW within 20 working days.
- CIW will continue to monitor by completing focussed activity on a quarterly basis.
- CIW may undertake a further inspection in twelve to eighteen months.

Director of Social Services Comment

AB thanked DM and the team for the way in which they conducted the inspection. The Service welcomes the report and agrees that it accurately reflects the situation as at October 2018. A number of key actions have already been completed since the inspection. **ACTION: JC will bring an update on these actions to the Board meeting on 30 January 2019, together with the revised action plan.**

Acting Chief Executive Comment

MM thanked DM for the clear summary of the report. It was good to see that the improvements have been acknowledged. Improvements are being made, and the future focus is on increasing pace and improvement in the areas that remain concerns – for all of us. The agenda has been clearly set by this presentation for the areas that require improvement; where improvements and progress have been made, these will need to become fully embedded. MM highlighted that the authority has made good progress since the focus shifted to improvement in early 2018. There are areas of significant concern within the report; the big picture demonstrates good progress, whilst focusing on strategy, vision, partnership working etc. going forward.

Leader of the Council's Comment

RH thanked DM for acknowledging the progress that has been made, and that the authority remains on a journey. The corporate and political oversight has been developed, and performance information is being shared with the wider Membership. An internal group continues to meet; the agenda will be changed to concentrate on the areas highlighted within DM's presentation. RH requested that JS consider aligning the agenda for this Board to the recommendations to ensure the focus is on current priority areas. RH thanked the senior leadership team, the performance management staff, portfolio holder and all others involved in supporting the process.

Phil Hodgson's Comment

The list of improvements was acknowledged. The relative lack of pace of improvement was highlighted, as the vision and strategy around effective early help was highlighted as this Board has raised this matter over the past twelve months. The pace of change needs to be increased.

Alistair Davey's Comment

Getting the vision and strategy approach right is vital; focus on prevention is key, as are placements (reducing the number of children being placed out of County), and children exiting care. The capacity and capability of the workforce is key going forward.

Head of Children's Services Comment

JC noted that the vision is to intervene at the earliest possible opportunity, and that for every moment within the intervention process, resources are to be focused on early intervention and prevention. AB noted that JC has been in post since October and, as such, the pace of change has increased significantly.

Cllr. James Gibson-Watt's Comment

It was queried whether Children's Disability Services (CDS) was considered within the inspection. DM noted that some of the case files were sampled, and a Team Manager was involved in the inspection, but noted that there is no specific reference within the report. Further monitoring work may include/focus on CDS.

Bozena Allen's Comment

BA acknowledged the positives, noting that improvement matters arising have been the focus of the I&AB, but noted continuing serious concerns.

Independent Chair's Comment

JS thanked DM for her presentation. The position is broadly as expected, given the Board's work, but it was emphasised that the pace in the next six to twelve months must be significantly higher than in the previous months. JS is optimistic that there will be an increased pace and that the authority is actively engaging in improvement, but the fact that serious concerns remain is a concern. JS acknowledged that the report does reflect significant progress in some areas whilst noting the need to act on the areas for improvement. JS will be making a quarterly report to the new Minister, Julie James AM, shortly. The focus of future I&AB meetings will be considered further, with suggestions being made by the authority and Independent Members of the Board in relation to key priorities. **ACTION: JS will provide an update on the key focus items at the next Board meeting.** The outcome of the inspection highlights many issues that have been of major concern to the Board.

Portfolio Holder for Young People's Comment

RP noted the honesty of the report, and the clarity of the areas for improvement which have been identified. The acknowledgement of staff's efforts was appreciated.

3.2. CIW Report – Key Findings / Next Steps Discussion

No matters arising; discussions were covered within item 3.1.

3.3. Performance Report

The Board received the report. **ACTION: JC will provide an update at the next Board re: Review of arrangements for 24 children subject to placement orders, waiting to be placed.**

PH highlighted the 'particularly good' figures for November 2018, and commended the staff for the outcomes. The number of LAC was queried; the number has increased in comparison to the same period last year. The key of course is to maintain this improvement on a sustainable basis.

EP has contacted Albert Heaney re: the top 5 indicators for Children's Services, as comparative information is not currently published. AB liaises with peer Directors to undertake benchmarking; over recent months Powys has compared favourably.

3.4. Progress Against CIW Recommendations

RECOMMENDATION: Following the Corporate Parenting workshop, consider the recommendations identified during that workshop and engage with all areas of the Council. RP noted that the Members Development Day was received favourably. The authority's Apprenticeship offer is Council-wide, and opportunities are being advertised.

3.5. Legal Report

The report was not considered by the Board as, whilst it notes capacity, it does not address the adequacy of the service provision. **RECOMMENDATION:** that representatives of the authority contact peers on other authorities to better consider the process by which legal support is provided to Social Services, to identify the role of each person (legal representative, Social Worker etc.) and how it can positively impact on outcomes for service users.

ACTION: DP will liaise with the Head of Legal to provide the Board with a report that provides assurance that there is a legal service that supports the statutory functions effectively to meet the improvement agenda; this is not an establishment query, but rather a need to fundamentally change the way that Legal and Social Services teams work together effectively to achieve the outcomes.

3.6. PTHB – Statutory Meetings

The Board received and noted the report, which detailed the approach consistent with work regulations.

3.7. Overarching Narrative – Powys Commitment to Children

ACTION: AB will circulate to the Board an updated version of a broader overarching narrative for Children. PH linked this narrative to the work of the Ministerial Advisory Group, and this will be embedded within the revised document.

3.8. Exit Interviews – Leave of Own Accord

The Board received the report for information. An employee representative team regularly meets with AB and the Heads of Service. **ACTION:** JC/HR to continue to develop management information and learn from it.

3.9. New Structure – Proposed Consultation Timeline

The Board received the paper, and JS confirmed that the Board was assured, but that it is imperative that this timetable is delivered.

3.10. Cost of Placements

The Board received the report. Therapeutic Fostering provision is currently being scoped; JGW noted that the authority previously had a Therapeutic Fostering Policy, which may be worth revisiting. **ACTION:** JT and JC will provide an updated fostering cost breakdown document (an updated version of the report previously provided to the Board).

a. CIW Children’s Report 2017 – Key Themes

The Board received the report. The narrative within the document will be considered to ensure that it reflects the ‘current’ situation e.g. identifying where a policy exists, but is *being* embedded (rather than *is* embedded).

MM noted that more clarity is required as to the items of Corporate Governance that need to be the focus going forward. JS confirmed that the Board may deploy a lighter touch, and will work closely with the authority to ensure that the [reporting] requirements of the Board are focused on the key items required as a result of the Ministerial intervention, noting the need of the authority to be focused on the ‘business as usual’ improvement.

ACTION: JS will provide the Board with clarity on all of the items that the Board’s priorities following his quarterly report to the Minister.

5. ADULT SERVICES

a. Performance Report

The Board received the report. MD queried how the domiciliary care provision may be affected by Brexit. 7% of the Care staff across Britain are non-UK citizens; in Powys the figure is 3%. The authority has registered with the Government systems – and are recommending that providers do the same – to support EU citizens to remain working in Powys. The Board recognises the huge challenges faced by the authority; the Allied transfer has been successfully managed.

Some ‘winter pressures’ funding has been accessed via PTHB. JS confirmed that representatives of the Board will support discussions with RPB to help to facilitate the allocation of funding for both Children’s and Adults. JaS noted that the RPB allocation has not been identified under ‘What are we worried about?’ on page 21 of the report. SH confirmed that this is fully acknowledged within corporate planning and MTFS drafts.

ACTION: AB/MM to consider how and when the Board will engage in work with the RPB.

AB will be attending a Continuing Health Care meeting tomorrow.

b. Response to Queries in Performance Data

‘1D – Percentage of assessments service’ was queried at the last meeting, and DO noted that this month’s report includes two versions of the response – one to clarify the information previously circulated to the Board, and one to include a visual demonstration of the example. **ACTION: DO will be available 10 minutes prior to the I&AB on 30 January to clarify the information provided; Board members were invited to join this conversation, if the so wished.**

The need to know when all indicators would be reported was raised; some reporting items require a change to systems like WCCIS in order to report on outcomes. **ACTION: EP will provide [via email to the Board] an updated document detailing the current situation for each data item that has been requested.**

It was clarified that item 4 within the Performance Report demonstrates the percentage of case supervisions held. BA highlighted the omission of information for 'What are we worried about?' on page 18.

c. Progress Against CIW Recommendations

JaS requested that the outcomes of the actions are demonstrated, aligned to the recommendations. Consideration should be given to 'lessons learned' and the appropriate allocation of BRAG ratings to reflect the current situation for each item.

d. CIW Report (Monitoring Visit) **CONFIDENTIAL pending publication by CIW **

SH confirmed that the monitoring visit was aligned to the authority's own perception of the Service. The report notes that: "*Our findings were akin to PCC's own recent file audit*". The need for further improvement is recognised, and the authority is pleased that improvement to date has been acknowledged. **ACTION: DO/JJ will present the authority's revised plan to the Board meeting on 30 January 2019.**

PH positively noted the report's reference to the '... beginnings of a cultural shift to continuous improvement.'

e. Process Map – Whole System Review

The map issued with the agenda was replaced by a hardcopy neurological diagram, which will assist the authority in understanding the impact that decisions have on the whole system when made at any given point (predictive analytics). Noting the positive progress, and that work is ongoing, this document will not be brought back to the Board unless/until the authority considers it beneficial to providing the Board with assurance. **ACTION: EP to bring this item back to the Board when the work is substantively complete.**

f. Technology Enabled Care

It was noted that better use is being made of resources. The information and examples at the workshop held a few months ago were very useful. **RECOMMENDATION: JaS recommended that the authority reconsider the calculations, as so much caution has been included within the models that it undersells the provision and the realistic benefits that could be achieved. Consideration should be given to applying a sensitivity analysis approach.**

g. Exit Interviews – Leave of Own Accord

The Board received the report for information. **RECOMMENDATION: To continuously record and continue to explore the reasons for staff leaving to help to positively impact on the recruitment [by addressing any issues arising].** EP noted that the leaver information is proactively used at an operational level.

6. FINANCIAL OVERVIEW AND FORECAST

The Board received the report, and JT presented indicative budget information. JS welcomed the clarity of how the Social Services pressures will be addressed. **ACTION JT to advise the Board further on the funding of Social Care and relevant risks prior to the Council approving its budget.**

7. EXTERNAL ADVISOR / INDEPENDENT MEMBER UPDATES

Updates were not provided for this meeting.

8.	ANY OTHER BUSINESS
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The Board expressed their thanks to Louise Barry who was unable to attend the meeting, and is leaving the authority shortly. AB introduced JJ as Interim Head of Operations for Adult Services.

9.	DATES OF FUTURE MEETINGS
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- 27th February 2019
- 27th March 2019
- 1st May 2019
- 5th June 2019
- 26th June 2019
- 7th August 2019
- 4th September 2019
- 2nd October 2019
- 30th October 2019
- 4th December 2019

Jack Straw, Independent Chair

Actions from Improvement and Assurance Board held on 09 January 2019

	<u>Item Number</u>	<u>Page Number</u>	<u>Owner</u>	<u>Action</u>
1.	3.1.	3	Jan Coles	Bring an update on these actions [completed since the inspection] to the Board meeting on 30 January 2019, together with the revised action plan. [Added to agenda for 30 January]
2.	3.1.	4	Jack Straw	Provide an update on the key focus items at the next Board meeting. [Added to agenda for 30 January]
3.	3.3.	4	Jan Coles	Provide an update at the next Board re: Review of arrangements for 24 children subject to placement orders, waiting to be placed. [Added to agenda for 30 January]
4.	3.5.	5	David Powell	Liaise with the Head of Legal to provide the Board with a report that provides assurance that there is a legal service that supports the statutory functions effectively to meet the improvement agenda. [Added to agenda for 30 January]
5.	3.7.	5	Alison Bulman	Circulate to the Board an updated version of a broader overarching narrative for Children.
6.	3.8.	5	Jan Coles / HR	Continue to develop management information and learn from it.
7.	3.10.	5	Jane Thomas / Jan Coles	Provide an updated fostering cost breakdown document (an updated version of the report previously provided to the Board). [Added to agenda for 30 January]
8.	4.1.	6	Jack Straw	Provide the Board with clarity on all of the items that the Board's priorities following his quarterly report to the Minister.
9.	5.1.	6	Alison Bulman / Mohammed Mehmet	Consider how and when the Board will engage in work with the RPB.
10.	5.2.	6	All	DO will be available 10 minutes prior to the I&AB on 30 January to clarify the information provided; Board members were invited to join this conversation, if the so wished.
11.	5.2.	6	Emma Palmer	Provide [via email to the Board] an updated document detailing the current situation for each data item that has been requested.
12.	5.4.	6	Dylan Owen / Jen Jeffreys	Present the authority's revised [CIW Monitoring Visit] plan to the Board meeting on 30 January 2019. [Added to agenda for 30 January]
13.	5.5.	7	Emma Palmer	Bring the 'Whole System Review' back to the Board when the work is substantively complete.

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Delegated Decision List

10 January	Portfolio Holder for Economy and Planning Portfolio Holder for Highways, Recycling and Assets	Approved consultation on Local Toilets Strategy.
11 January	Portfolio Holder for Highways, Recycling and Assets	Approved the sale by public auction of surplus properties.
11 January	Portfolio Holder for Highways, Recycling and Assets	Approved the sale of part of the former Beguildy Church in Wales School.
25 January	Portfolio Holder for Finance, Countryside and Transport	Determined applications for Hardship and Charitable Rate Relief
28 January	Portfolio Holder for Learning and Welsh Language	Approved the appointment of school governors: Mrs J Millers to Ysgol Penmaes, Miss N Gilchrist to Treowen CP School, Mr D McKenna to Berriew CP School, Mrs N Davies to Irfon Valley CP School, Mr G Jennings to Newtown High School, County Councillor G Ratcliffe and County Councillor W Powell to Gwernyfed High School, County Councillor D Jones to Castle Caereinion C in W School, Mr IG Owen to Ysgol Dyffryn Trannon.
28 January	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the lease of Play Area to Castle Caereinion Community Council with break clauses.
29 January	Portfolio Holder for Highways, Recycling and Assets	Approved a Traffic Regulation Order consultation procedure to introduce parking restrictions and a 20 mph zone as part of the Presteigne Active Travel Scheme.
1 February	Portfolio Holder for Highways, Recycling and Assets	Approved Traffic Regulation Orders for Llanfyllin, Four Crosses and Hollies and Penlan Lanes & One-Way Traffic Regulation Order Bryn and Union Streets, Newtown
5 February	Portfolio Holder for Learning and Welsh Language	Approved the appointment of school governors: Mrs EW Howells to Llangorse C in W School, Mrs A Davies to Rhayader C in W School and Mr A Harden to Ysgol Cedewain

5 February	Portfolio Holder for Highways Recycling and Assets	Approved the disposal of the light industrial office building and yard at Trewern.
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Cabinet Date	Cabinet/EMTI Title	Portfolio Holder	Lead	Decision Maker
19/02/19	12/02/19 North Powys Wellbeing Programme - Approval of First Phase	Clr Stephen Hayes		Cabinet
19/02/19	Inter Authority Agreement with Ceredigion County Council	Rosemarie Harris	Clive Pinney	Cabinet
28/02/19	Food Hygiene Rating System Audit by FSA	James Evans	Beverley Cadwallader	Portfolio Holder
28/02/19	08/01/19 Developments of National Significance	Martin Weale	Gwilym Davies	Portfolio Holder
05/03/19	19/02/19 Rights of Way Improvement Plan	Aled Wyn Davies	Mark Stafford-Tolley	Cabinet
		Myfanwy Catherine		
05/03/19	19/02/19 School Organisation Proposal Banw and Llanerfyl Schools	Alexander	Marianne Evans	Cabinet
05/03/19	19/02/19 Development of a Gypsy and Travellers site in Machynlleth	James Evans	Simon Inkson	Cabinet
	Review of ECOFLEX and the adoption of an ECO 3 Proposed			
05/03/19	19/02/19 statement of intent	James Evans	Simon Inkson	Cabinet
05/03/19	19/02/19 HRA Business Plan	James Evans	Simon Inkson	Cabinet
05/03/19	19/02/19 Vision 2025: Our CIP Quarter 3 2018-19 Performance Report	Aled Wyn Davies	Rhian Jones	Cabinet
05/03/19	19/02/19 Budget Outturn as at January 2019	Aled Wyn Davies	Jane Thomas	Cabinet
		Myfanwy Catherine		
05/03/19	19/02/19 Schools Major Improvements Programme	Alexander	Marianne Evans	Cabinet
05/03/19	19/02/19 Feasibility Study	James Evans	Nia Hughes	Cabinet
05/03/19	19/02/19 Transfer of properties from general fund to Housing	Phyl Davies	Natasha Morgan	Cabinet
05/03/19	19/02/19 Upper House Farm, Crickhowell	Phyl Davies	Natasha Morgan	Cabinet
05/03/19	19/02/19 Brexit Update	Aled Wyn Davies	Nigel Brinn	Cabinet
05/03/19	19/02/19 Corporate Asset Policy Review	Phyl Davies	Natasha Morgan	Cabinet
	The development of extra care housing across the county and			
05/03/19	19/02/19 the disposal of Neuadd Maldwyn, Welshpool	Phyl Davies	Simon Inkson	Cabinet
		Myfanwy Catherine		
26/03/19	12/03/19 Post 16 Review update	Alexander	Joni Hughes	Cabinet
		Myfanwy Catherine		
26/03/19	12/03/19 Home to school Transport - Post 16 and Welsh Medium	Alexander	Marianne Evans	Cabinet
26/03/19	12/03/19 Provision of Respite Care	Rachel Powell	Jan Coles	Cabinet
26/03/19	12/03/19 Brecon Outline Business Case	Phyl Davies	Natasha Morgan	Cabinet
26/03/19	12/03/19 Children's Pledge	Rachel Powell	Daniel Harper	Cabinet
26/03/19	19/02/19 Vision 2025 CIP Review	Rosemarie Harris	Emma Palmer	Cabinet
29/03/19	Lake Vrynwy	Phyl Davies	Alastair Knox	Portfolio Holder
29/03/19	Parking Charges and Concessions	Phyl Davies	Tony Caine	Portfolio Holder

29/03/19		Llandrindod On-Street Parking	Phyl Davies	Tony Caine	Portfolio Holder
29/03/19		Highways Capital	Phyl Davies	Shaun James	Portfolio Holder
29/03/19		Welshpool One-Way and Parking Restrictions	Phyl Davies	Tony Caine	Portfolio Holder
30/04/19	16/04/19	HAMP	Phyl Davies	Alastair Knox	Cabinet
30/04/19	16/04/19	Prosecution enforcement policy	James Evans	Clive Jones	Cabinet
30/04/19	16/04/19	Scrap Metal Dealers & Delegation	James Evans	Beverley Cadwallader	Cabinet
30/04/19	09/04/19	Gender Pay report	James Evans	Bets Ingram	Cabinet
30/04/19	09/04/19	Housing association development programme (PDP)	James Evans	Simon Inkson	Cabinet
30/04/19	09/04/19	Supplementary Planning Guidance - Renewable Energy & Landscape	Martin Weale	Peter Morris	Cabinet
30/04/19	09/04/19	Budget Outturn as at February 2019	Aled Wyn Davies	Jane Thomas	Cabinet
30/04/19	16/04/19	School Reorganisation – Llanfyllin All Through School Consultation Report	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/04/19	09/04/19	BESD & Pupil Referral Unit Provision	Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
30/04/19	09/04/19	Specialist Centre Provision	Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
30/04/19	16/04/19	Prosecution Enforcement Policy	James Evans	Clive Jones	Cabinet
21/05/19	07/05/19	Implications of Grenfell (awaiting Inspector's report)	Martin Weale	Ian Maddox	Portfolio Holder
21/05/19	07/05/19	Public toilets strategy	Martin Weale	Peter Morris	Cabinet
21/05/19	07/05/19	Treasury Management Quarter 4 report	Aled Wyn Davies	Ann Owen	Cabinet
21/05/19	07/05/19	Annual employment monitoring report	James Evans	Bets Ingram	Cabinet
21/05/19	07/05/19	Light review of the Strategic Equality Plan	James Evans	Bets Ingram	Cabinet
21/05/19	07/05/19	Evaluation of the impact of the roll out of full service universal credit on HRA rent arrears	James Evans	Simon Inkson	Cabinet
21/05/19	07/05/19	Budget Outturn as at 31 March 2019	Aled Wyn Davies	Jane Thomas	Cabinet
21/05/19	07/05/19	Budget Outturn 2018/19	Aled Wyn Davies	Jane Thomas	Cabinet
21/05/19	07/05/19	Health & Care Strategy – Statements of Intent	Cllr Stephen Hayes	Dylan Owen	Cabinet
31/05/19		Consolidation of Parking	Phyl Davies	Shaun James	Portfolio Holder
31/05/19		Minimum Unit Prices	James Evans	Clive Jones	Portfolio Holder
18/06/19	04/06/19	South Office Review	Phyl Davies	Natasha Morgan	Cabinet
18/06/19	04/06/19	Review of WHQS compliance policy	James Evans	Simon Inkson	Cabinet
18/06/19		Vision 2025: Our CIP Quarter 4 2018-19 Performance Report	Aled Wyn Davies	Rhian Jones	Cabinet

FINAL Vision 2025: Our CIP 2019/20 Update and Annual Report						
18/06/19	04/06/19	2018-19	Aled Wyn Davies	Rhian Jones	Cabinet	
18/06/19	04/06/19	Towards 2040 (PSB Well-being Plan) Annual Report	Aled Wyn Davies	Rhian Jones	Cabinet	
18/06/19	04/06/19	Medium Term Financial Strategy	Aled Wyn Davies	Jane Thomas	Cabinet	
			Myfanwy Catherine			
18/06/19	04/06/19	School Reorganisation – Llanerfyl and Banw Objection Report	Alexander	Marianne Evans	Cabinet	
18/06/19	04/06/19	Regional Technical Statement	Martin Weale	Peter Morris	Cabinet	
09/07/19	25/06/19	Strategic Equality Plan End of Year Monitoring Report	James Evans	Bets Ingram	Cabinet	
09/07/19	25/06/19	Local Housing Market Assessment	James Evans	Simon Inkson	Cabinet	
09/07/19	25/06/19	Implementation of the Renting Homes Act 2014	James Evans	Simon Inkson	Cabinet	
09/07/19	25/06/19	HRA New Build Programme	James Evans	Simon Inkson	Cabinet	
09/07/19	25/06/19	Budget Outturn Report as at 31 May 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
09/07/19	25/06/19	Libraries Options report following consultation	Rachel Powell	Kay Thomas	Cabinet	
30/07/19	16/07/19	Treasury Management Review Report 2018/19	Aled Wyn Davies	Ann Owen	Cabinet	
30/07/19	16/07/19	Treasury Management Quarter 1 Report	Aled Wyn Davies	Ann Owen	Cabinet	
30/07/19	16/07/19	Budget Outturn Report as at 30 June 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
30/07/19	16/07/19	Corporate Safeguarding 6 Monthly Update	Cllr Stephen Hayes	Alison Bulman	Cabinet	
17/09/19	03/09/19	Outcome of the tenants' satisfaction survey	James Evans	Simon Inkson	Cabinet	
17/09/19	03/09/19	Budget Outturn as at 31 July 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
30/09/19		Highways Winter Plan	Phyl Davies	Shaun James	Portfolio Holder	
08/10/19	24/09/19	3 x Supplementary Planning Guidance	Martin Weale	Peter Morris	Cabinet	
National Development Framework – Welsh Government						
08/10/19	24/09/19	consultation	Martin Weale	Peter Morris	Cabinet	
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Aled Wyn Davies	Ann Owen	Cabinet	
05/11/19	22/10/19	HRA Asset Management Strategy	James Evans	Simon Inkson	Cabinet	
05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
27/11/19	12/11/19	Council Tax Base	Aled Wyn Davies	Andrew Griffiths	Cabinet	
17/12/19	03/12/19	Budget Outturn as at 31 October 2019	Aled Wyn Davies	Jane Thomas	Cabinet	
21/01/20	07/01/20	Regional Technical Statement - Minerals	Martin Weale	Peter Morris	Cabinet	

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