

High Risk SIIAs

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

Cyngor Sir Powys County Council
Single Integrated Impact Assessment (SIIA)
The integrated approach to support effective decision making



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

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10. Sign Off

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

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

1. Cabinet Observations

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

2. Revised Risk Rating

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

3. Additional Mitigation

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

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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

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

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

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

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

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

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

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

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

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

<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>	<p>The Urdd have been previously commissioned to support delivery of youth related activity for young people. Commissioning would still be undertaken.</p>			<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model. Commissioning of support for young people would form a core part of the revised service model, and this would consider how best to do so for those seeking opportunities and support through the Welsh language.</p>	
<p><i>Opportunities for persons to use the Welsh language</i></p>	<p>With reduced resources, there is potential for fewer opportunities for YP to meet socially or access projects and activities will result in fewer opportunities to use the Welsh language</p>	<p>P</p>	<p>Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure core support for the most at risk and vulnerable.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy. New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>N</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 youth workers in the language of their choice</p>	<p>P</p>	<p>Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.</p>	<p>2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy New delivery model/service structure (to be finalised). Performance reports to compare existing range of opportunities available against new delivery model.</p>	<p>N</p>

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

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

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

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

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

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

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

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

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

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
<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. The service budget reduction has the potential to result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities although until the research has been completed it is uncertain what the capacity and appetite among the voluntary sector will be to deliver youth provision. The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at possible risk or disengaged from society remains at the core of directly provided work. A grant bid is being pursued to strengthen this approach. The service will design a grant-led approach to commissioning of work and projects from local communities and third sector, but as part of a service redesign it will pursue an exit strategy from direct owner/occupation of most or all of its specific building stock, and instead procure access to venues as and where necessary.</p>			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	✓		

8. Mitigating Actions

Action	Residual Risk
Need to await outcomes of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment.	Medium
To develop new partnerships and commissioning of services with the third sector and local communities	M
To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this.	M
To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision.	M

9. On-going monitoring arrangements?

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

See no 8 above

10. Sign Off

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

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

1. Cabinet Observations

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

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

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8. Mitigating Actions

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

9. On-going monitoring arrangements?

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

10. Sign Off

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

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

1. Cabinet Observations

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

2. Revised Risk Rating

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

3. Additional Mitigation

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

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	20.11.15

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

8. Mitigating Actions

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

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<ol style="list-style-type: none"> 1) Performance Management Information. 2) Corporate Parenting Reports 3) Foster Panel Minutes 4) Powys Access to Services Panel (PASP) 5) Multi-Agency Approval Panel (MAAP)

10. Sign Off

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

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

1. Cabinet Observations

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

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

8. Mitigating Actions

Action	Residual Risk
Development of Business Cases as opportunities are identified, impact assessment of each case.	Medium

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress reported at Cost Improvement Board

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jane Thomas		
Head of Service:	Jason Lewis		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr. Wynne Jones		

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Budget Saving	128 – Additional Income Target						
Service Area	Professional Services & Commissioning	Head of Service	Jason Lewis	Strategic Director	David Powell	Portfolio Holder	Clr Wynne Jones

1. Cabinet Observations

General Comments
This is in addition to the £1.577m already allocated to services, therefore there is a substantial risk that this cannot be achieved.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016